An exploration of customer perceptions of temporality in contemporary customer complaint behaviour using social media: Exceptional experiences in luxury London hotels

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Abstract

Increasing use of digital technology has led to growing focus on time and temporality in an accelerated society. Adoption of mobile devices and social media platforms by customers has led to evolving customer behaviour in consumption experiences, including complaining. Conspicuous consumption of exceptional experiences, very often shared via social media, frequently take place in luxury London hotels. A conceptual framework combining the four central themes of literature; contemporary customer complaint behaviour, temporality, social media use and consumption, led to the overall research question, "what is the role of temporality in contemporary customer complaint behaviour using social media in the context of luxury hotels?".

Adopting a constructivist ontology, interpretivist epistemology and an exploratory, qualitative research approach, this study comprised four stages of data collection in two phases. The research design of the first phase involved online observation; in stage one, the researcher's participation in an online forum on Twitter on two occasions and in stage two, social media scraping of four social media platforms; Twitter, Facebook, Instagram and TripAdvisor. The research design of the second phase of data collection comprised; in stage three 13 semi-structured interviews with customers who had used social media to complain about luxury London hotels, and in stage four, eight semi-structured interviews with senior hoteliers of luxury London hotels. Data analysis in phase one followed an interpretivist approach to online observation and in phase two, followed Interpretative Phenomenological Analysis.

The findings revealed four critical, linked, fluid and perpetually transient, customer perceptions of temporality in contemporary customer complaint behaviour; temporality perceived as: a valuable resource, a rate of movement, an experience of now and a memory or vision. Resultantly, the researcher recommends the applicability of the empirical framework in complaint management in luxury London hotels. Further research could develop the findings of the present study, such as; exploration of customer perceptions of temporality in a range of customer behaviour or marketing contexts beyond complaints, studies of varying temporal windows within which complaints are made, including the abandonment of complaints by customers. Further research might also explore temporal disappointments and consequences of complaint making, such as customer feelings of regret or embarrassment.

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I dedicate this doctoral thesis to my two wonderful children; Charlotte and Oliver. I am immensely proud of both of them, love and value them both enormously, which I hope they both feel and will always know. My first and largest love and thanks go to my husband, Stephen Evans-Howe for his unfailing support throughout the process of completing my PhD. I suspect it is even harder to be married to a doctoral student than to actually be one and I appreciate all that he has done believing in, encouraging and sustaining me.

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List of Abbreviations

AA	Automobile Association
CB	Customer behaviour
CC	Contemporary customer
CCB	Customer complaint behaviour
CCCB	Contemporary customer complaint behaviour
CP	Complaint Process
CPT	Customer perceptions of temporality
EE	Exceptional experience
EELC	Exceptional experiential luxury consumption
ELC	Experiential luxury consumption
IPA	Interpretative Phenomenological Analysis
OF	Online forum
OSHM	Oxford School of Hospitality
PCE	Prior Complaint Experience
SM	Social media

1.0 Introduction

This chapter introduces the reader to this thesis and provides an overview of the research undertaken throughout this PhD study. Commencing with an explanation of the background to the study and motivation of the researcher to investigate, this chapter explains the rationale, the aims and objectives of the study, as well as contextual information and finally an overview of the structure of work.

1.1 Background to the study

The excited buzz and glamour of the luxury hotel lobby and reception desk are captivating. Parallels with the theatrical performance of front of house and the drama of backstage provide enough material for a reality television film crew to follow any hotel, in any location and at any time. There is ample entertainment to be gleaned from simply sitting in a hotel lobby as the story unfolds. When I am old, this is where you will find me; watching, observing and contemplating how it could all be improved. Throughout the course of my hotel career, gaining work experience, learning the practical craft of hotelkeeping and subsequently rising through the ranks of management, hotels have played an important role in my life for as long as I can remember. In later years as a Front of House Manager and Duty Manager, guests' complaints became of particular interest and the possibility of transforming an irate guest into a delighted advocate of the hotel an enormously satisfying personal challenge. In the early 2000's I adapted my career in order to spend time with my children at home and when my younger child was six, I began a Master's degree in Service Management and was reminded that the study of hotels, which I first experienced in my undergraduate degree at Oxford Brookes in Hotel and Catering Management, was almost as exciting for me as working in them. In the intervening years since leaving full-time employment in hotels my personal observation of the greatest change in customer behaviour (CB) has been the way in which customers complain. Consequently, this is where my interest in my doctoral research topic was formed; how and why had customer complaint behaviour (CCB) evolved following my departure from the hotel industry? How and why was social media (SM) and mobile technology transforming the management of complaints in luxury hotels? How would I manage the challenge of responding to complaints in hotels now, were it required? These were the seeds of my PhD study and my motivating force to investigate further.

1.2 Rationale for the study

1.2.1 Contemporary customer complaint behaviour

Customers frequently experience dissatisfaction, defined as purchases not meeting expectation (Zeithaml et al., 2009). In a hospitality context, customer dissatisfaction occurs often, and more frequently than in other industries (Dolan et al., 2019), due to the characteristics of services (McCollough et al., 2000). Customer experiences in hotels are intangible (Aguilar-Rojas et al., 2015), subjective and variable (Valos et al., 2016). When customers have disappointing experiences in hotels they respond in different ways (Susskind, 2015). These customer responses may include taking no action or making a complaint to the hotel, friends, acquaintances or a third party (Singh, 1988; Tax et al., 1998). There is a wealth of existing literature regarding the phenomenon of CCB. However, CB continues to evolve (Abney et al., 2017), creating new areas for research (Lugosi and Quinton, 2018).

The contemporary customer (CC) is living in a vastly different world from that in which much of the seminal complaint literature was written in the 1970's (Dodd and Wajcman, 2017; Istanbulluoglu et al., 2017). Extensive adoption of mobile technology (Dolan et al., 2019; Wajcman, 2014) has led to many people having a smart phone with them at all times (Gunarathne et al., 2017; Ofcom, 2018). Mobile communication specifically, enables customers to react to events quickly and in real-time (Abney et al., 2017) and therefore to potentially voice dissatisfaction immediately (Alrawadieh and Dincer, 2019).

1.2.2.1 Social media use in customer complaint behaviour

Increasingly widespread use of SM by customers has influenced many areas of CB including complaints (Abney et al., 2017; Aguilar-Rojas et al., 2015; Dolan et al., 2019; Istanbulluoglu et al., 2017; Stevens et al., 2018). Dissatisfied customers are able to communicate quickly, gain information rapidly and to connect to SM sites to share experiences or to complain (Abney et al., 2017). Indeed, SM is increasingly used as a method for complaining (Balaji et al., 2015; Dolan et al., 2019; Gregoire et al., 2015; Ma et al., 2015) and via mobile devices (Abney et al., 2017; Song and Hollenbeck, 2015).

Companies are aware of the potential damage to their reputation in the event of customer complaints being made public via SM (Bacile et al., 2018; Gregoire et al., 2015). Customers connected to each other via SM platforms facilitate rapid viral spread of complaints made on SM (Gregoire et al., 2015; Ma et al., 2015). As a result, hotels are spending resources on managing their SM presence including monitoring negative online content (Hogreve et al., 2017). This research will be beneficial to academia, in the furthering of knowledge of CCCB (contemporary customer complaint behaviour) and also the luxury hotel industry. Exploration of CCCB will enable luxury hotels to improve the management of customer complaints made via SM via increased empathy with the experience of being a dissatisfied CC in today's society.

1.2.2 Temporality

Temporality as a, "hot topic", for research (Dodd and Wajcman, 2017, p4) is both a perception of time (Wittmann, 2017) and a philosophical construct (Hassan, 2007). The importance of temporality as a research phenomenon is evident through evolving attitudes to time in modern society (Wajcman, 2019). Rapid developments in technology (Ourahmoune, 2016) and a greater emphasis on time (Rosa, 2017; Wittmann, 2017) have led to new, emerging and evolving CB. For example, a desire for faster speed permeates many aspects of modern life, spreading as a, "viral epidemic" (Parkins, 2004, p372). Customers have the opportunity to be constantly connected to the internet, via smart phones and tablets (Dolan et al., 2019; Erickson and Mazmanian, 2017; Rosa, 2017) including during consumption experiences (Molotch, 2017). Seeking rapid solutions to problems (Dixon et al., 2010), sourcing information quickly (Abney et al., 2017) and readily comparing experiences with others' (Dion and Borraz, 2017) all have the potential to impact CCCB.

Perceptions of temporality are a central component of living as a CC in the accelerated society (Wajcman, 2019) and the role of customer perceptions of temporality in CCCB has not to date been fully explored. The confluence of CCCB, using SM, often via mobile devices, and evolving customer perceptions of temporality (CPT) form the central area of exploration of this research (shown in Figure one on the following page).

Figure 1 Rationale for the study

1.2.3 Exceptional experiential consumption

Despite improved efficiency enabled by digital technology, individuals are increasingly short of leisure time (Husemann and Eckhardt, 2019; Wajcman, 2019). Therefore, there is a heightened pressure to use leisure time more productively (Carter and Gilovich, 2012; Gilovich et al., 2015; Keinan and Kivetz, 2011). This has led to a growing desire for exceptional experiences (Clarkson et al., 2013) and rather than the conspicuous consumption of physical purchases discussed by Veblen in the late nineteenth century (Gilovich et al., 2015; Veblen, 1899), today there is evidence of conspicuous consumption of experiences, often shared via SM (Kang and Schuett, 2013). Experiences may also be seen as assets (Zauberman et al., 2009) or "things" to be collected (Keinan and Kivetz, 2011) as part of an experiential CV (Keinan and Kivetz, 2011) or autobiography (Gilovich et al., 2015; Carter and Gilovich, 2012). Many of these exceptional experiences are taking place within the luxury hotel sector. For example, afternoon tea at The Ritz, London. Certainly, the luxury sector is an increasing contributor to the global and UK economy (Bain, 2018). Contextually, CCCB and CPT in the context of experiential purchases in luxury are also under-researched (Gilovich et al., 2015; Kapferer and Bastien, 2013).

1.2.4 The criticality of perceptions of temporality in contemporary customer complaint behaviour

Critical, as an adjective, is used to have multiple meanings in the context of research. Researchers, for example often refer to, "critical findings" (Dixon et al., 2010) as those with significance. To be critical in a literature review is to evaluate from a wide range

of perspectives, such that critical means balanced (Barger et al., 2016). The, “critical incident technique”, adopted as a research, often in complaint research, uses the word, “critical”, to refer to participants’ particularly memorable experiences (Chebat et al., 2005a; Kim et al., 2003). Frequently, the word, “critical”, is used as a synonym for importance (Alrawadieh and Dincer, 2019; Bhattacharjee and Mogilner, 2015; Maguire and Geiger, 2015) or in order to add emphasis, in association with words such as, “major”, “disastrous”, and, “crisis”, (Balaji et al., 2015). Sometimes used to describe the core of something (Aguilar-Rojas et al., 2015) critical can mean essential or vital (Marett and Joshi, 2009), such as having a critical element (Blodgett et al., 2015; Davidow, 2003) dimension (Chebat et al., 2005a; Sezer et al., 2018) aspect (Crijns et al., 2017), component (McQuilken et al., 2017; Min et al., 2015) or attribute (Sugathan et al., 2018).

In the context of complaining, authors find a range of things to be critical. Examples include; empathy for complaining customers (Fan and Niu, 2016), customer perceptions of justice and fairness (Sugathan et al., 2018) and, “critical moments of truth” in complaint handling (Tax et al., 1998; Tronvoll, 2008). Others argue for a, “critical role” (Bhattacharjee and Mogilner, 2014; Dion and Borraz, 2017; Ward and Dahl, 2014), such as emotions in CCB (Chebat et al., 2005a; Song and Hollenbeck, 2015), of service recovery (Fan and Niu, 2016) or social aspects of service encounters (Smith and Bolton, 2002) in customer satisfaction. McDaid (2019) outlines positive online reviews as critical to the success of organisations and Tax et al. (1998) of the criticality of speed in handling complaints.

Discussing temporality, Dodd and Wajcman (2017, p5) argue, “technology plays a critical role” and, Kleijnen et al., (2007) discuss, “time-critical services” (p36), Janakiraman et al., (2011) of a critical threshold when waiting and Knox and Van Oest (2014) of a critical turning point or change of direction. Lemieux et al. (2012) argue luxury has critical characteristics. For the purposes of this research, CPT are critical because they are integral to, and permeate, all aspects of CCCB.

1.3 Research aims and objectives

The overall research question is as follows:
What is the role of temporality in contemporary customer complaint behaviour using social media in the context of luxury hotels?

In order to answer the research question six research objectives were identified:

1. To critically review and analyse the following concepts: temporality, contemporary customer complaint behaviour; the use of social media as a method of complaining; luxury experiential consumption and the luxury hospitality industry.

2. To develop a conceptual framework arising from the literature review in order to further understand customer perceptions of temporality in contemporary customer complaint behaviour using social media, following disappointing exceptional experiences in luxury London five-star hotels.

3. To conduct primary research in order to explore the feasibility of the present study in determining whether customers of exceptional luxury experiences use social media to complain and to develop knowledge of customer perceptions of temporality in this context.

4. To conduct further primary research in order to explore and analyse online contemporary customer complaint behaviour in a luxury hospitality context from the perspective of both customers who have complained using social media and senior hotel management.

5. To make a theoretical contribution to academic knowledge in the field of contemporary customer complaint behaviour using social media through the creation of a framework of temporality in this context.

6. To provide recommendations for best practice in the management of complaints made by customers using social media, including in the context of experiential consumption in luxury hotels.

1.4 Research structure

Each of the six chapters of this thesis make a different but integral contribution to the whole; an overview of which is provided in Figure two below.

Figure 2 Research structure

2.0 Literature Review

2.1 Introduction

The structure of this chapter is shown in Figure three below. The first section lays the foundations of the literature review in the discussion of existing knowledge of CCB. In order to subsequently explore the temporal elements of CCCB using SM, the phenomenon of temporality is then conceptualised, prior to discussion of SM use, both generically and specifically as a method of complaint. The extent to which temporality is evident in existing customer complaint literature using SM is evaluated and gaps in the literature identified. Literature regarding the context of exceptional experiential luxury consumption (EELC) is discussed and again, both the concepts of temporality and CCB using SM are applied to this specific context. Finally, the conceptual framework, combining all elements of the salient aspects of the literature review, is presented and discussed.

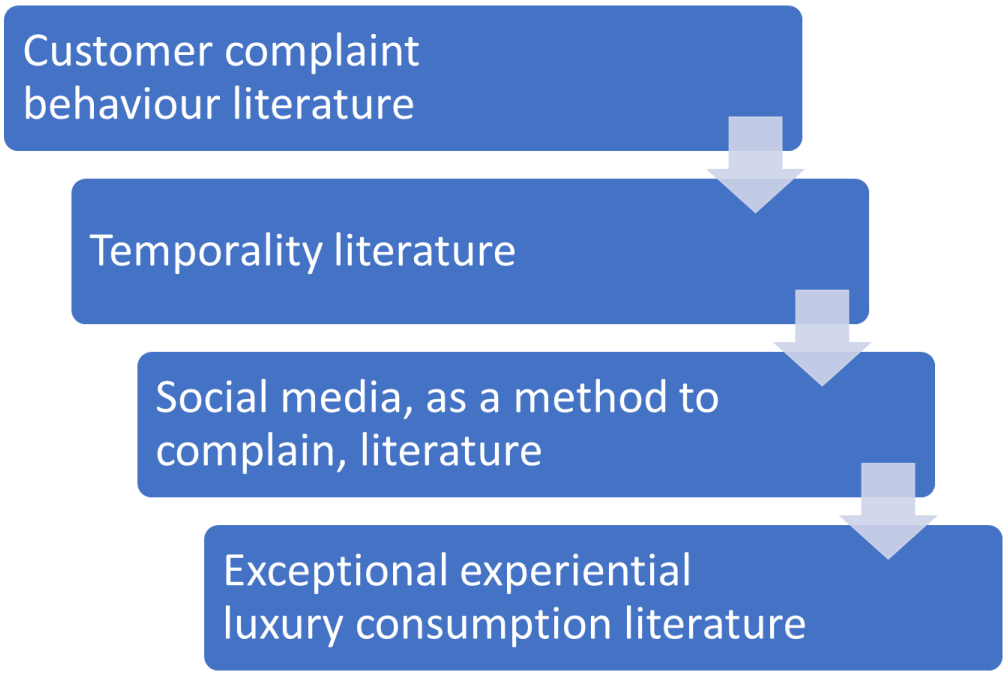

Figure 3 Structure of literature review chapter

2.2 Customer complaint behaviour

2.2.1 Defining a complaint

The word, “complaint” has a variety of definitions. A complaint is typically understood to be a negative expression (Crie, 2003; Jacoby and Jaccard, 1981; Juhl et al., 2006; Kowalski, 1996; Morel et al., 1997) or a statement that something has not been acceptable (Liu and Mattila, 2015). Often cited as a behavioural activity (Juhl et al., 2006), making a complaint involves action taken by a customer (Morel et al., 1997) and is a direct means through which to make one’s feelings known (Crie, 2003; Kowalski, 1996). Described by Sharma et al. (2010) as an outcome of an evaluation triggered by dissatisfaction and the consequence of a judgement deemed or considered to be dissatisfactory (Ang and Buttle, 2012; Velazquez et al., 2010) a complaint is an observable social activity (Sharma et al., 2010) and might range in severity from an emphatic protest (Crie, 2003) to a simple means of informing about a problem (Susskind, 2015; Tao et al., 2016). A complaint can be a multi-stage event (Huppertz, 2014) and may encompass a range of responses to dissatisfaction (Singh, 1988; Singh, 1990).

However, a complaint might also be described as non-behavioural (Crie, 2003) and something only experienced internally as a coping behaviour following an undesirable experience (Chebat et al., 2005a). Indeed, Day (1980) argues a complaint may simply be an internal response or reaction and need not need be outwardly expressed in order to qualify as such. Furthermore, others argue a complaint, rather than being perceived as a negative entity, may be a neutral gauge of performance (Susskind, 2015; Tao et al., 2016) or a process through which opinions are obtained (Crie, 2003), a decision-making exercise (Crie, 2003) or a problem resolution strategy (Crie, 2003). Further, Jacoby and Jaccard (1981) suggest a complaint need not be preceded by a negative experience as customers may complain in order to offer advice (Lau and Ng, 2001) without having experienced anything disappointing. Such unprompted feedback may comprise suggestions of improvement for a business (Jacoby and Jaccard, 1981). Table one overleaf presents a chronological summary of complaint definitions provided in the literature and thereby further demonstrates the range of definitions in existence.

Table 1 Definitions of a complaint provided in the literature

Source	Complaint Definition
Hirschman (1970)	Exit, voice, loyalty
Day (1980)	Response to dissatisfaction that is both disliked and not quickly forgotten
Jacoby and Jaccard (1981)	Communicating something negative regarding a product or service
Bearden et al. (1983)	Self-reporting
Fornell and Wernerfelt (1987)	An attempt by the customer to change an unsatisfactory situation
Singh (1988)	Subset of responses to perceived dissatisfaction
Kowalski (1996)	An expression of dissatisfaction
	A common feature of everyday life
	A protest
	Evidence of resentment and anger
Morel et al. (1997)	Actions a consumer takes to express some form of dissatisfaction
Crie (2003)	One of the responses to perceived dissatisfaction in post-purchase phase
	A decision process
	Problem resolution strategy
	Based on preliminary evaluations and reflections of the consumer
	Involves customer estimations of their own influence
	Subset of all possible responses to perceived dissatisfaction around a purchase episode, during consumption or possession
	Behavioural
	Non-behavioural
Chebat et al. (2005a)	A coping behaviour
Juhl et al. (2006)	A behavioural expression of dissatisfaction
Thøgersen et al. (2009)	Redress seeking

Source	Complaint Definition
Sharma et al. (2010)	An observable social activity
	Outcome of a process of preliminary evaluations under the influence of several initiating and modulating factors
	Triggered by dissatisfaction with a product or service
Velazquez et al. (2010)	Any consequence of dissatisfaction judgement
De Matos et al. (2012)	Factors causing customers to express dissatisfaction either formally or informally via friends and relatives
	A means to expel negative feelings produced by an unsatisfactory experience
Huppertz (2014)	A multi-stage event
	Something involving a great deal of effort and inconvenience
	Behavioural expression of an unfavourable attitude toward an object, person or situation
	Making one's feelings known
	The result of disconfirmation
	Venting emotion
	Pet peeves
	About specific events, persons or behaviours
Liu and Mattila (2015)	Statement that something is unsatisfactory or unacceptable
	Redress seeking
	Venting frustration
Susskind (2015)	Opportunity for firms to identify weakness
	A way for a customer to inform of a problem
	A gauge of performance
Tao et al. (2016)	Opportunity for firms to identify weakness
Abney et al. (2017)	Actions taken in order to improve an unsatisfactory situation
Dolan et al. (2019)	Communicating something negative about a product or service

Although methods to complain have evolved over time (Abney et al, 2017), for the purpose of this thesis, the adopted definition of a complaint is any discoverable expression of dissatisfaction, made by a customer following a disappointing

experience (Crie, 2003; Dolan et al., 2019; Huppertz, 2014; Jacoby and Jaccard, 1981; Juhl et al., 2006; Kowalski, 1996; Liu and Mattila, 2015; Morel et al., 1997; Singh, 1988). As outlined in the introduction chapter, the mechanisms for a complaint to become discoverable, and publicly available, are extended via the internet and SM use, when adopted as a method to complain (Abney et al., 2017; Gunarathne et al., 2017).

2.2.2 Motivation to complain

Disappointments arise because customer expectations of both products and/or services have not been met (Parasuraman et al., 1991; Zeithaml et al., 1993) and a moment is reached when the customer believes the dissatisfaction experienced warrants further action in the form of a complaint (Van Steenburg et al., 2013). Sivakumar et al. (2014) however, believe there is not just one moment of disappointment but several required in order to prompt CCB. Customers are motivated to complain for a variety of reasons (Singh, 1988; Tax et al., 1998) with goal-seeking, redress, altruism and venting as examples in CCB literature. Customers complain because they require a particular outcome (Kowalski, 1996), whether consciously aware of this, or not (Andreassen and Streukens, 2013). Sometimes referred to as a, “hoped-for-outcome” (Ma et al., 2015), complaining has a purpose. Figure four, overleaf, consolidates examples of motivations customers have to complain, frequently cited in CCB literature.

Where a complaint is made, this is in order to elicit a change or improvement to an unsatisfactory or disappointing situation or experience (Fornell and Wernerfelt, 1987; Fornell and Westbrook, 1984; Hirschman, 1970). The belief that some form of corrective action, or redress, is necessary following a disappointment, is a significant stimulus for many customers to complain (Balaji et al., 2015; Chebat et al., 2005a; Jacoby and Jaccard, 1981; Kowalski, 1996; Liu and Mattila, 2015; Mattila and Wirtz, 2004). Tangible compensation or a physical replacement of a faulty product or good is often sufficient to satisfy a disappointed customer (Mattila and Wirtz, 2004). In a service context however, redress is more challenging due to the inherent characteristics of intangibility, variability and perishability (Parasuraman et al., 1988). The temporal nature of consumption in hotels provides a further layer of complexity when seeking redress. Disappointing experiences cannot ever be repeated in precisely the same way, also known as reperformance (Hogreve et al., 2017), as a

moment in time, once passed, is gone forever. In many cases however, the hope of an offer by a hotel to allow a disappointed guest a repeat stay or experience may be sufficient to prompt a complaint (De Matos et al., 2012). Some customers may even be fulfilled with only an apology (Tax et al., 1998) as recognition for their displeasure and sufficient redress.

Figure 4 Customer motivations to complain

Customers are also motivated to complain in order to feel better, to change their mood or to improve an internal state (Kowalski, 1996). Known as venting, the desire to vocalise dissatisfaction can be cathartic following a frustrating or disappointing episode, particularly where emotions are high (De Matos et al., 2012; Gregoire et al., 2015; Kowalski, 1996; Yen 2016). Emotion has the potential to motivate customers to complain when they otherwise might not and to react more strongly to

disappointment (Smith and Bolton, 2002; Westbrook, 1987; Westbrook and Oliver, 1991). There is a wide range of emotions pertinent to CCB; shame or embarrassment (Mattila and Wirtz, 2004; Richins, 1983) perhaps in the event of anticipating conflict (Richins, 1983) or experiencing the social consequences of complaining (Kowalski, 1996), frustration (Susskind, 2015), regret (Jayasimha and Srivastava, 2017), anger (Champoux et al., 2012; Chebat et al., 2005a; Komunda and Osarenkhoe, 2012) and obviously, disappointment (Jayasimha and Srivastava, 2017).

A customer's eagerness to prevent similar disappointments occurring in the future is an additional motivation to complain. Prompted by a concern that service failures should not be repeated for others, altruism is the articulation of a complaint born of a desire to help others (Liu and Mattila, 2015; Sparks and Browning, 2010). The disappointed customer may have concerns for subsequent customers (Jayasimha and Billore, 2016; Sparks and Browning, 2010) as well as for the hotel in which the disappointment occurred (Evanschitzky et al., 2011). Indeed, loyal customers or highly invested customers (Thomson et al., 2012) are often especially keen to complain, believing their advice to be more beneficial, knowing the hotel better than most (Umashankar et al., 2017). Further, repeat-customers are more patient regarding the length of time it takes for their complaints to be resolved, whereas new customers expect a speedier response (Hogreve et al., 2017).

The desire for amends is strongly associated with feelings of justice and fairness (Aguilar-Rojas et al., 2015; Voorhees and Brady, 2005), where the customer believes a curative response of some kind will remedy a negative situation and redress any imbalance in expectations perceived (Liu and Mattila, 2015; Thogersen et al., 2009). There are also unfavourable motivations to complain cited in the literature, such as opportunism (Au et al., 2014) or a desire to present a particular image to others; such as to illicit sympathy or as a method for exerting control (Bodey and Grace, 2007). In extreme cases, customers may complain in order to gain revenge (Gregoire et al., 2009a) or wanting to sabotage a particular brand (Kähr et al., 2016). Alternatively, customers may complain for less favourable motives; such as for financial gain (which may or may not be genuine), possessing an anti-firm attitude (known as vindictive complaining, (Gelbrich, 2010), wanting to cause harm (Balaji et al., 2015; Gregoire et al., 2009a) or merely a predisposition to complain (Singh and Wilkes, 1996).

2.2.3 Propensity to complain

Singh (1990) created a typology of typical CCB, categorising complaining customers as being either; Irates, Activists, Passives and Voicers. Singh and Wilkes (1996) further proposed that individual customers have a predisposition to complain to varying degrees. Customers may have a typical attitude to complaining (Best and Andreasen, 1977; Bodey and Grace, 2007; De Matos et al., 2012; Kim et al., 2003; Lau and Ng, 2001; Singh and Wilkes, 1996; Velazquez et al., 2010). Further, individual characteristics of the disappointed customer have a bearing on the likelihood and tendency of a customer to decide to complain (Bodey and Grace, 2007; Susskind, 2015; Thogersen et al., 2009). Some customers are more inclined to feelings of disappointment (Thogersen et al., 2009), experienced more intently than others (Singh and Wilkes, 1996), or vary in the extent to which they can control their sense of dissatisfaction (Singh, 1990), have a lower dissatisfaction threshold (Kowalski, 1996) and therefore a heightened sensitivity to discontent (Thogersen et al., 2009).

Customers also have varying personal norms of complaining (Richins, 1983). Feelings of customer entitlement (Albrecht et al., 2017), self-serving bias (Albrecht et al., 2017), tendency to Machiavellianism (Fisk et al., 2010) and the extent to which customers attribute positive or negative outcomes internally or externally (Albrecht et al., 2017). Customers differ in the extent to which they perceive the opportunity to take control of a negative situation, or to take risks (Bodey and Grace, 2007) and the individual desire for retaliation (Balaji et al., 2015). Other customer attributes such as; varying levels of self-efficacy (Crie, 2003; Susskind, 2015), self-monitoring/modifying behaviour (Bodey and Grace, 2006; Sharma et al., 2010), dogmatism (Richins, 1983), self-confidence (Lau and Ng, 2001), assertiveness (Keng et al., 1995), sociability (Lau and Ng, 2001), social responsibility (Lau and Ng, 2001), agreeableness (Kowalski, 1996), extraversion (Kowalski, 1996), personality (Jaccoby and Jaccard, 1981), politeness (Lerman, 2006) and character (Jacoby and Jaccard, 1981) all have a bearing on CCB.

Particular demographic traits impact the likelihood of a customer complaining, such as; belonging to a particular socio-economic group (Richins, 1983), age (Kowalski, 1996), gender (Kowalski, 1996), level of education (Keng et al., 1995), with those who are more highly educated among those more likely to complain (Crie, 2003) due to

higher levels of literacy, articulacy, knowledge and a tendency towards pro-social, shared common values, less tolerance of injustice, less fearful of official reprisals and higher levels of income (Keng et al., 1995). Combined, these attributes lead to increased assurance and feelings of entitlement of customers to complain, should the need arise. Customers' confidence also varies according to experience specifically in complaining (Chebat et al., 2005b; Kim et al., 2003; Singh and Wilkes, 1996; Velazquez et al., 2010) whether from a range of previous complaints made or having complained to a particular hotel or brand before (Aguilar-Rojas et al., 2015; Evanschitzky et al., 2011; Lau and Ng, 2011; Richins, 1983).

2.2.4 Situational circumstances

In attempting to identify typical customer attitudes, behaviours or typologies, there is an implication that a customer's tendency to complain is typical, fixed and does not vary. However, individual circumstances of a particular disappointment may create unique provocation and cause a customer to behave in a way deemed out of character, or in spite of particular personal attributes or standards (Andreassen and Streukens, 2013; Thogersen et al., 2009). For example, the extent of a disappointment (Velazquez et al., 2010), the seriousness of a problem (Bearden et al., 1983) or the perception of gravity of defect or deficiency (Juhl et al., 2006) may conspire to create failure of such a severity in the customer's mind that complaining becomes deemed as essential (Bodey and Grace, 2007; De Matos et al., 2012; Maxham and Netemeyer, 2002; Smith and Bolton, 1998). Complaints vary in significance and for some, might be quickly forgotten (Day, 1980) and a common feature of everyday life (Crie, 2003; Kowalski, 1996).

Literature documents a range of circumstances arising in the moment of disappointment which have the potential to influence a customer's decision to complain. Further examples of situational circumstances leading to CCB include: customer evaluation of who is to blame for the disappointment (Balaji et al., 2015; Blodgett et al., 2015; Chebat et al., 2005a; Dunn and Dahl, 2012; Singh and Wilkes, 1996), information available at the time of disappointment (Susskind, 2015; Velazquez et al., 2010), the extent to which buying the experience has been an important decision (Lau and Ng, 2001; Richins, 1983), the social climate (Jacoby and Jaccard, 1981), the customer's awareness of a discrepancy (Kowalski, 1996), the customer's relationship with the hotel (De Matos et al., 2012; Gregoire et al., 2009a),

the proximity of others (Lau and Ng, 2001), and the difficulty in switching to an alternative (De Matos et al., 2012). Customers may decide to complain publicly (Balaji et al., 2015) which is more likely when an expensive and complex purchase has not met expectations (Crie, 2003), or privately (Balaji et al., 2015). The likelihood of complaint increases in group service failure (Albrecht et al., 2017) due to the possibility of the possible spread of complaining (Kowalski, 1996). However, the extent to which there is social acceptance of complaining is disputed (Jacoby and Jaccard, 1981) as many believe complaining to be whining (Tojib and Khajehzadeh, 2014).

2.2.5 Summary of customer complaint behaviour literature

This section has summarised literature regarding CCB. The definition of a complaint has changed a little over time but essentially remains an expression of dissatisfaction (Dolan et al., 2019). Customers are motivated to complain for a wide range of reasons (Tax et al., 1998), whether explained by their individual propensity to complain (Singh, 1990), situational circumstances of a disappointment experienced (Andreassen and Streukens, 2013), or a combination thereof (Thogersen et al., 2009). The following section introduces temporality as a further conceptual area of literature that has scarcely been to the context of CCB, endorsing the need for the present study. The subsequent review of temporality literature aids in exploring what it means to be a contemporary customer and in turn to developing understanding and knowledge of CCCB, a central research gap this study seeks to fill.

2.3 Temporality

> *"Time comprises a net in which phenomena suddenly appear in a wholly different light"*
>
> (Wittmann, 2017, pxi)

CB is changing as a result of rapid developments in digital technology (Ourahmoune, 2016). As widespread mobile phone use becomes increasingly prevalent (Rosa, 2017; Wajcman, 2014), evolving CB and their possible influence on CCB emerge. Customers are often connected to the internet, via smart phones and tablets (Erickson and Mazmanian, 2017; Rosa, 2017), both for work and leisure (Molotch, 2017), including during an exceptional experience within a luxury context, such as a

five-red star London hotel. One facet of extensive adoption of mobile phone use by customers is an evolving societal perception of temporality (Dodd and Wajcman, 2017; Wajcman, 2014). This section of the literature review outlines the concept of temporality, from a range of perspectives. Initially, the researcher considers perspectives of temporality, predominantly over the last century. Subsequently, discussion of the accelerated society, (Rosa, 2017; Sharma, 2017; Vostal, 2014; Wajcman, 2014; Wittmann, 2017); its development and role today, including identification and consideration of key characteristics for today's customers, is provided. Specifically, debate regarding the potential impact of temporality, and customer perceptions thereof, within the accelerated society on CB is considered (including complaining), as well as at the moment of consumption when complaints are first formed (Singh, 1990; Zeithaml et al., 2009).

2.3.1 Evolution of perspectives of temporality

Scholars have debated the philosophical perspectives of temporality for centuries. Arguments vary regarding precisely how time should be understood, evaluated, used, measured and described. Even today, opinions and definitions of temporality remain diverse and varied. From an ontological perspective, considerations of temporality bring to the fore many questions regarding perceptions of time and assumptions about the nature of reality (Ansell-Pearson, 2002; Rovelli, 2018). Einstein's theory of relativity questions the way in which individuals perceive both time and speed differently based upon their own particular viewing point (Massey, 2001; Rovelli, 2018). Indeed, perceptions of temporality, or how we make sense of, interpret, communicate and understand time, vary according to context (Foster, 2017; Rosa, 2017). Wittmann (2017) argues, the perception of time is an oxymoron and all that can actually be observed is physical change; such as the seasons, ageing and decay. Subsequently, concepts of time are often considered to be social constructs; widely-held assumptions about a condition of reality, created in order to make sense of everyday life (Harvey, 1989). Time is viewed very differently across continents where extremely diverse societal norms operate (Hofstede, 1980) and CCB varies by culture (Harris and Russell-Bennett, 2015). This research however, will concentrate on a predominantly Western/European perspective of time in order to aid clarity of focus and due to feasibility constraints.

The evolution of knowledge of temporality, as shown in Table two, overleaf, suggests several themes regarding time are repeated throughout history; continued technological developments (Wittmann, 2017), increasing desire for speed (Colvile, 2016), efforts to control time (Rosa, 2017) and societal norms regarding the value of time and how it should be utilised (Wajcman and Dodd, 2017). Although the phenomenon of time could be considered going back for many centuries, for constraints of word-count the researcher has only reverted as far as Karl Marx and his theory of capitalism (1867). It was during the nineteenth century and the industrial revolution the relationship between time and money became particularly associated with business and prosperity in the United Kingdom (Wajcman, 2014). From a capitalist perspective, time is viewed primarily as a commodity or resource linked to the creation of money as a result of societal norms and the structure of society (Sharma, 2017; Zauberman and Lynch, 2005). Subsequently, the efficient utilisation of time, in order to maximise income, becomes paramount (Kristensen, 2018).

Evolving technology is often believed to be a primary driver of societal behavioural change and shifting views of temporality (Bauman, 2010; Jackson, 2017; Sharma, 2017; Standage, 2013). Technology has often been perceived as a facilitator of greater yield from what can be achieved during allotted periods of "clock time" (Erickson and Mazmanian, 2017): where clock time is the description of when events take place (Dickinson et al., 2013). Determining temporal efficiency plays a pivotal role in views of temporality in a capitalist society (Bauman, 2010; Jackson, 2017; Sharma, 2017; Standage, 2013). Increased speed of production, provided via improved manufacturing and faster transportation technology, leads to a developing desire to both produce and travel more quickly (Virilio, 1986). Further, the capacity to increasingly organise and control units of time, leads to perceptions of increased power (Bauman, 2010). However, Jackson (2017) argues it is an inaccurate assumption to suggest a correlation exists between adoption of new technology and the speeding up of society (Sharma, 2017). Rather, it was the measurement of time which became important, due to advancement in technology (Katz and Aakhus, 2003). Therefore, Sharma (2017) argues that it was control of time and how it is measured, rather than technology per se, that led to an increased focus on the importance of time.

More recently, literature increasingly documents the detrimental impact of fast societal speed in the study of temporality. Armitage and Roberts (2002) describe

experiences of time can be perceived as both heaven (chronotopia) or hell (chronodystopia). Vostal (2014) argues the fast pace of life also experienced in consumption experiences leads to devaluation of experiences where consumers are increasingly detached. Rosa (2017) similarly describes desynchronisation as a negative outcome of technological speed, citing the example of harvesting trees too soon prior to sufficient regeneration having negative environmental consequences. Kristensen (2018) argues mindfulness to be a consequence of life in the accelerated society, Husemann and Eckhardt (2019) of customers increasingly seeking to withdraw from a fast pace of life and Wajcman (2019) of a mistaken belief that automation yields more time.

Table 2 Evolution of knowledge of temporality

Year	Author/s	Key Themes
1867	Marx	• Theory of capitalism; time as a commodity through which efficiency creates money.
1889	Bergson	• Time and free will; theory of duration and the role of the past in the present.
1930-1940	Benjamin	• Rejection of linear, chronological concept of time. • Capitalism repeats history rather than accelerating or advancing. • "Flâneur" – one who resists temporal pressure.
1950	Simmel	• First theorist of the acceleration society. • Money and capitalism as the primary driver of emphasis on time and speeding up of time.
1976, 1998, 2000	Bauman	• Liquid modernity (as an improved term for postmodernity: metaphor for time being fluid).
1986, 1997	Virilio	• Dromology: the science of speed where faster dominates slower. • Speed theory and politics. • Chronological to chronoscopic (instantaneous time due to technology and connectivity) time.
1987	Rifkin	• Time rich vs time poor.

Year	Author/s	Key Themes
1988, 2012, 2017	Molotch	• Speed is relative; perceptions of temporality are context dependent (including dis/satisfaction and expectations of appropriate speed). • Control of time as an essential component of power, affluence and increasingly digital divide (knowledge and adaption of technology).
1989	Harvey	• Space and time as social constructs. • Time-space compression.
1990	Bergadaa	• The role of temporal orientation in CB.
2003	Armitage and Roberts	• Chronotopia (a good place in time). • Chronodystopia (time as hell). • The global kinetic elite (governed by technological materialism, meritocracy and wealth creation)
2006	Adam	• Timeframes • Historical perspectives of time
2007	Tomlinson	• Culture of speed, immediacy, instantaneity, three-minute culture. • Now Generation, compulsion, meretriciousness and impatience.
2007	Hassan	• Time and temporality in the networked society.
2009, 2014, 2017	Sharma	• Economy of temporal worth. • Time as a structuring relation of power rather than a measurement of something real or something to which we all have equal access. • "Speedup" justifies the need for the labour of others to help maintain and reproduce the conditions and quality of one's own life, including one's own exhaustion" (p138). • Temporal architecture: space designed to make time more efficient and minimise "dead time". "Not a question of new technologies but of constructing new temporal social realities that can be harnessed and cultivated by and through technology" (2017, p150).

Year	Author/s	Key Themes
2010, 2013, 2014, 2017	Rosa	• Leisure defined as being free of temporal constraints. • Disparity between technology as a reducer of time (time-saving) vs. technology as a time taker (time-possibility/achievement increased). • "Temporal refuge as the highest form of luxury and indulgence" (2017, p28). Acceleration defined as an "increase in number of episodes of experience per unit of time" (2017, p35). • Desynchronisation at the heart of all crises.
2011	Hammer	• Temporal patterns (rhythms, sequences, speeds, synchronisation) highly dependent on socially constituted meanings, institutions (critical theory).
2014	Vostal	• Technological and social change acceleration (critical theory). • Acceleration of pace of life (time-starved generation). • Pressure to keep up with pace in order to maximise experiences. • "Incessant devaluation of experience" (p105). • "Increasing tacit assumption, structured into both the work process and wider social etiquette that we have a social obligation both to be skilled users of technology and more importantly to be almost constantly available to and for communication – that it is a mark of neglect, of irresponsibility to be off-line, off-message, incommunicado" (p110).
2014 2019	Wajcman	• Increasing pace of life brought about by digitalisation (e.g. instantaneous time, timeless time). • Acceleration of: technology, social change and the pace of life. • Seemingly increasing scarcity of time despite technological advancement (time pressure paradox). • Appeal of speed. • Temporal autonomy (having control of time). "Increasingly busy lifestyle of the most privileged

Year	Author/s	Key Themes
		groups in developed societies. Today it is conspicuous devotion to time-intensive work activities rather than the conspicuous consumption of leisure that is the signifier of high social status" (p71). • Busyness in leisure desirable.
2017	Erickson and Mazmanian	• Dominant temporal logic; temporal paucity, undermined authority and constant connectivity. • Temporal rebellion; acts of resistance against circumscribed time (opting out e.g. limiting time for digital networking, disengaging from devices, developing strength to resist pull of technology, slowed-down existence, inner tempo, risks appearing weak or lacking). • Temporal entrepreneurship; questioning, manipulating, reworking and occasionally shifting the dominant temporal logic. • Temporal logic based on assumptions: time is chunkable (clock-time) and assumes length of tasks can be known in advance, time is allocated for a single purpose (family time, work time, dead time), time is linear (time moves forward at a standard rate) and time is owned by the individual (a resource integral to personal autonomy). • Spectral time; moments that do not lend themselves to scheduling either because too mundane to justify or difficult to anticipate or judge. • Cohabited time; never wholly owned but shared. • Porous time; multiple contexts simultaneously. • Temporal traction; acceptance of time as something fluid and dynamically contextual.
2018	Kristensen	• Mindfulness as a response to living in the accelerated society.
2019	Husemann and Eckhardt	• Customers increasingly seek to withdraw from the fast pace of life in slow consumption experiences.

Year	Author/s	Key Themes
		• Consumer deceleration as a slower experience of temporality.
2019	Wajcman	• Mistaken belief that increasing automation will yield individuals more time.

2.3.2 Characteristics of the accelerated society

The accelerated society, although often thought to be a new term, was first referred to by sociologist Georg Simmel in the early 1900's (Dodd and Wajcman, 2017). Today, "accelerated society" is most often used to describe a perspective of temporality centred on the widely-held belief time appears to move more quickly today than in the past; that the pace of life is actually increasing (Colvile, 2016; Friedman, 2016; Wajcman, 2014; Wittmann, 2017). The central proposition is that individuals (today, as also in the past) are involved in a perpetual quest to become ever more efficient in order to achieve maximum output within ascribed portions of time (Colvile, 2016; Kristensen, 2018). For some, this is a horological revolution (McElroy, 2017), suggesting a new development or way of behaving that is unique to the present age (Husemann and Eckhardt, 2019). It is debatable to what extent the belief that the pace of life is faster now than in previous generations is widely accepted. However, the researcher has identified specific attributes of behaviour (attributable to a belief in the accelerated society of today) for further discussion and reflection.

Wajcman (2014) suggests the accelerated society of today can be explained across three areas; greater speed in technology (comprising transport, communication and production), social change (changing family life and work expectations) and the pace of life (speed and desire for experiences). The collective effects of increased speed in each of the aforementioned areas combine to create a perception that life is indeed becoming faster. Figure five overleaf, presents a graphic of the overlap between increased technological speed and increased societal speed, leading to a perception of an accelerated society. Colvile (2016) concurs and believes evidence for this can be found in several spheres including widespread use of electronic devices, increased pace of working life, the influence of the media and changes to the political system. Acceleration can be an extremely positive force (Wajcman, 2014), leading individuals to achieve more in a period of time and at a greater speed, thereby increasing utilisation of time. Instinctively, there is a belief that achieving more, faster, leads to

increased prosperity (Colvile, 2016; Vostal, 2014). Not only are people of the accelerated society more productive, working with greater efficiency (Sharma, 2017) but also happier, more creative and often in a heightened state of working towards greater fulfilment (Colvile, 2016).

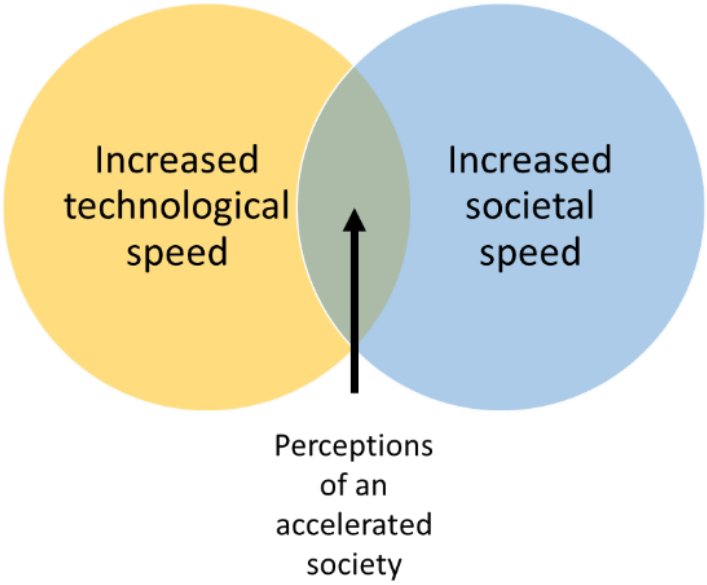

Figure 5 Perceptions of the accelerated society emerging from increased technological and societal speed

2.3.2.1 Social Influence

Rosa (2017) argues the desire for speed has arisen because faster systems routinely put pressure on slower ones (Rosa, 2017). Where two systems of differing speed meet, there is an onus on the slower of the two to increase speed, thereby suggesting the desire for increased speed isn't necessarily about wanting to go faster but rather about not wanting to appear slower. Subsequently, pressure of societal norms to behave in a particular way is an integral component of the accelerated society (Sharma, 2017; Tomlinson, 2007). In support, evidence for the accelerated society is provided mostly within the metropolis (where most luxury hotels are) (Simmel, cited in Erickson and Mazmanian, 2017) and speed is most evident and prolific where people are physically seen to be moving quickly. Colvile (2016) concurs that speed becomes both more likely and more preferable when living in a city. The extent to which this perceived need, to both keep up with the pace of society and move faster, is a deliberate decision versus a sub-conscious act, is difficult to determine (Husemann and Eckhardt, 2019; Kristensen, 2018). There is acceptance of a societal

norm to keep moving, increasingly quickly, racing, such as a hamster might within a wheel in order to maintain speed along with everyone else (Wittmann, 2017). Much of the literature regarding the accelerated society suggests an inherent lack of control; of being encouraged to behave as others do but without conscious thought and decision making to behave a particular way (Erickson and Mazmanian, 2017; Husemann and Eckhardt, 2019; Kristensen, 2018; Rosa, 2017; Vostal, 2014; Wajcman, 2014: Wajcman, 2019).

2.3.2.2 Time Scarcity

For many, there is a widely held perception that most people today are (increasingly) short of time (Wajcman, 2014) or suffer from time paucity (Erickson and Mazmanian, 2017; Rifkin, 1987; Vostal, 2014). Instinctively, this is paradoxical (Wittmann, 2017). Despite advances in technology, which have traditionally been seen as time-savers, many individuals appear to be increasingly harried and racing against the clock in order to meet deadlines and fulfil tasks within a required time (Erickson and Mazmanian, 2017; Sharma, 2017). Speedup is a component of the accelerated society and may be defined as a continuous pressure to achieve ever more within smaller units of time (Sharma, 2017). Colvile (2016) describes a, "globalised professional class for whom there can never be enough hours in the day" (2016, p61). Sharma (2017) argues the phenomenon of speedup has led to a, "culture of overwork and overconsumption and unnecessary exhaustion" (p138) and individuals experience much less down-time, where expectations are significantly reduced (Bittman et al., 2009).

Expectations of what can be achieved within allotted periods of time are increasing and therefore the pressure to fulfil such responsibilities are perceived by many to be rising (Wittmann, 2017). Although writing ten years earlier, Tomlinson (2007) outlines a similar culture of instantaneity (rapid delivery and ubiquitous availability) due to a shortage of time. Perhaps in part due to a perceived increase in the speed of society and developing temporal norms, a constant battle ensues in which individuals must juggle an ever-increasing range of temporal demands (Erickson and Mazmanian, 2017). As a result, many people are often in a perpetual state of negotiation and compromise, resulting in exhaustion (Baron, 2010; Erickson and Mazmanian, 2017; Sharma, 2017). Subsequently, the desire for leisure increases and the ability to switch off from constant connectivity becomes more difficult. Today, many individuals

are seeking greater work-life balance but this is based on the belief that time can be quantified and compartmentalised (Roberts, 2008). Husemann and Eckhardt (2019) argue conscious deceleration is sought by customers and Kristensen (2018) of the challenges in achieving a slower pace in the accelerated society.

2.3.2.3 Temporal Refuge

Many within society are seeking temporal refuge (Rosa, 2017). This is defined as a state or place in which the demands of the accelerated society are diminished. Leisure is defined by Rosa (2017) as, "a time with no demands on us when we are free of temporal constraints" (p27) and as a result, temporal refuge (escape from the demands of time) may be seen today as the highest form of indulgence, or luxury (Rosa, 2017). Evidence of the increasing appeal of temporal refuge is provided across society (McElroy, 2017), such as growing adoption of mindfulness (Wittmann, 2017), a trend for longer fictional best-selling novels for escapism (Colvile, 2016), a rise in popularity of "slow living" (Parkins, 2004), "a world-wide movement challenging the cult of speed" (Jennings, 2005, p12).

2.3.2.4 Overconsumption and the quest for more

A significant ingredient of the accelerated society is the continual quest for more. Whether it is in achieving more within less time (Katz and Aakhus, 2003; Rosa, 2017; Wajcman, 2008) or wanting to consume more, as a species we are biologically programmed to want more (Norris and Larsen, 2011). In addition to behaviour during consumption, customers' evolving beliefs regarding the appropriate use of time include determining which consumption experiences are desirable. Keinan and Kivetz (2011) argue, time itself is becoming a precious commodity, or even a luxury. Therefore, the optimum utilisation of time is important, even during leisure or free time. Often referred to as the hedonic treadmill (Seldon, 2015) and closely associated with acceleration and speed is the likelihood of overconsumption. Implicit in the never-ending quest for more is an inherent lack of satisfaction and fulfilment, resulting in loneliness for many within the accelerated society (Baron, 2010) and reduced mental health (Colvile, 2016). For many, a fundamental component of consumption is a perpetuating belief that self-worth and happiness depend upon meeting requirements of a busy society (Colvile, 2016).

2.3.3 Evolving customer perceptions of temporality emerging from the accelerated society

Temporality is an integral aspect of CB (Woermann and Rokka, 2015). In response to the accelerated society, a number of behaviours are observable. Jianhong and Nadkarni (2017) argue individual behaviour relating to temporality can broadly be viewed from two perspectives (similarly to CCB, see earlier sections 2.2.3 and 2.2.4); the situational approach and the dispositional approach.

The situational approach holds that one's temporal orientations change and evaluation of what is temporally appropriate, vary according to context. This is supported by the work of Molotch (2017) who believes it is the context that determines customers' assessment of whether or not time has passed appropriately. For example, customers usually do not mind waiting longer in a luxurious setting where relaxation forms part of the experience. However, while waiting in a queue such as in a newsagent's shop, reduced waiting time is preferable. Maister (1984) was one of the first scholars to study the psychology of the experience of waiting as a consumer and outlined, "waiting line theory". Previous studies had only measured waiting from a mathematical standpoint, using hard, quantifiable measures. Maister (1984) argues from a customer perspective, waiting is a subjective experience and largely influenced by expectations and perceptions. Maister (1984) and others (Baranishyn et al., 2010; Durrande-Moreau and Usunier,1999; Jones and Dent, 1994; Pàmies et al., 2016; Seawright and Sampson, 2007) agree that customers find waiting frustrating and prefer to be doing something, rather than nothing, while waiting.

Molotch (2017) argues speed only becomes an issue when it fails to progress at the expected rate or if boredom ensues (Wittmann, 2017). When consumption takes place, as well as customers' perceptions of time, and what is considered timely during the consumption experience itself, are significant (Zeithaml et al., 2009). Context determines what is an appropriate use of time (Rosa, 2017), such as whether an experience should be consumed at a slower or faster pace and the amount of waiting (Wittmann, 2017). In the hospitality industry, seasonality may be significant (Bowie et al., 2017) and timing is crucial when booking appointments for service experiences to take place at a particular pre-assigned moment in time (Zeithaml et al., 2009). The situational approach suggests most individuals would react in similar ways, even in such varied circumstances, regardless of their unique temperament.

By contrast, the dispositional view contends individuals have an innate pre-determination to behave in a particular temporal way. Psychology has an important role in individual responses to the accelerated society (Ourahmoune, 2016). Many authors (Bucciol et al., 2011; Colvile, 2016; Friedman, 2016; Wittmann, 2017) posit that the ability to delay gratification, in the hope of increased benefit at a later date is an accurate determinant of achievement or future success. Frequently citing Mischel and Ebbesen's (1970) marshmallow test (a child may have one marshmallow now or five marshmallows after a certain period of time has elapsed) carried out on children as an indicator of future performance, there is a belief that greater self-control and the ability to manage one's own desires now will lead to superior benefits at a later date than if those same individuals were to surrender to their impulses immediately (Wittmann, 2017). In other words, to manage the temporal desire for speed, immediacy and instant results is an indicator of greater emotional intelligence (Wittmann, 2017). The problem is that in the accelerated society, the ability to achieve such restraint becomes increasingly challenging (Colvile, 2016) as individuals are frequently encouraged to become "time urgent" in their actions (Jianhong and Nadkarni, 2017).

Many of the components of CB resulting from the accelerated society, whether predominantly influenced by situational or dispositional aspects, have the potential to combine to varying degrees during consumption experiences. The researcher proposes three perceptions of temporality, identified from the literature, with the potential to influence customers during consumption experiences (shown in Figure six overleaf). Firstly, temporal pace describes the temporal norms of a customer during consumption. Secondly, temporal pressure explains the particular temporal expectations a customer has in a given moment of consumption. Thirdly, temporal presence is the extent to which a customer is fully present versus the extent to which he or she is distracted, such as by mobile technology during consumption. Each of these influences is discussed in the following sections. The researcher posits that each customer will have a unique combination of these influences at any given moment of consumption. His or her subsequent judgement of satisfaction or disappointment demonstrates the influence of temporality upon the likelihood of disappointment, as a precursor to possible CCB.

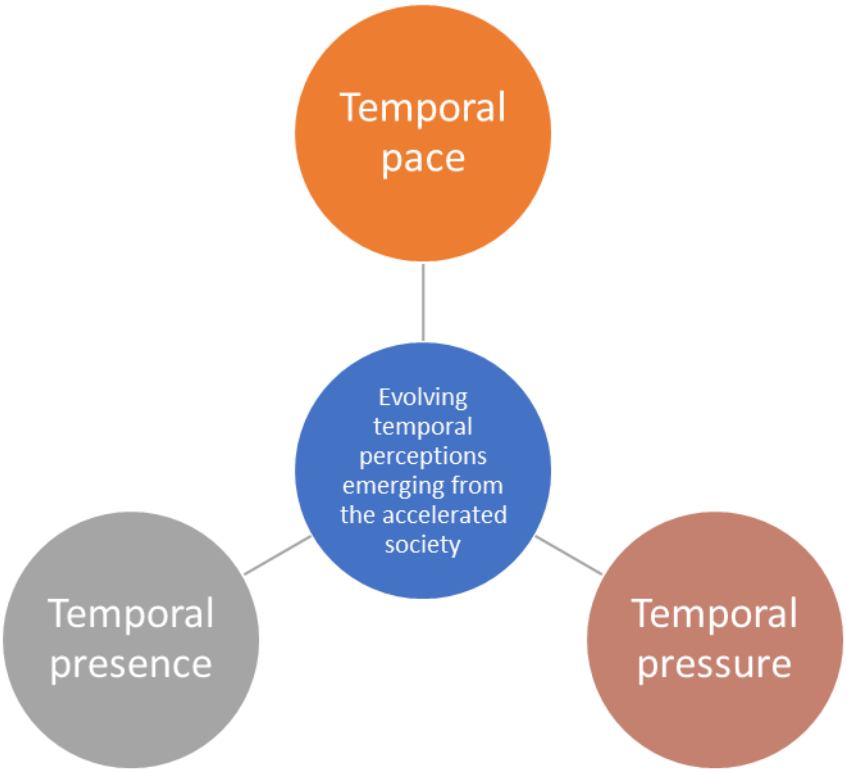

Figure 6 Evolving temporal perceptions emerging from the accelerated society

2.3.3.1 Temporal Pace

Pace is both the measure of distance travelled as well as the rate of speed (Rovelli, 2018). The present study demonstrates both perspectives of temporality; the evolution of knowledge of temporality, as distance travelled from the past to the present, and the continuing rate of speed of the accelerated society. Other phrases using pace include, “keeping pace”, as an expression used to refer to maintaining speed along with others, such as within the accelerated society and, “to be put through one’s paces”, as being tested according to one’s own ability, such as via a PhD. Speed, by contrast, and often confused with pace, is defined as; the rate of motion.

The concept of time as something to which all individuals have equal access (twenty-four hours every day) suggests it is an egalitarian construct (Sharma, 2017). However, temporal inequality is prevalent (Sharma, 2017). The extent to which people are able to control their own use of time varies (Erickson and Mazmanian, 2017) and those who have the capacity to do so are seen as powerful (Bauman, 2010; Molotch, 2017) and, “time rich” (Rifkin, 1987) with higher status (Molotch, 2017). Certainly, control of time is an ingredient of power and those of higher status, wait for

less time (Molotch, 2017). Advancements in modern technology, such as smartphones theoretically enable greater opportunity for managing one's own time and thereby increase temporal equality (Wajcman, 2014). However, digital proficiency is often based on demographic characteristics; such as age and/or affluence and Molotch (2017) argues a continuous investment in gaining expertise in technology (which is in itself time-consuming) is required in order to keep up with others in a society that values speed.

There is confusion and disparity regarding the temporal worth of activities within society (Rosa, 2017). Empty or "free" time is minimal and believed to be at a premium, leading to beliefs that simply "having" time is luxury, where empty time to be used at a whim is the ideal scenario for individuals in a busy society (Rosa, 2017). Certainly, as the speed of society appears to increase, setting one's own temporal pace becomes both desirable and yet elusive (Erickson and Mazmanian, 2017; Sharma, 2017). Erickson and Mazmanian (2017) introduce temporal traction; viewing time as something fluid, as opposed to rigid. Bauman first introduced the concept of liquid modernity in 1976 but Erickson and Mazmanian (2017) go further, arguing in today's accelerated society, one who is able to use technology not to manage time rigidly but to, "ride time's wave, as would a ready surfer" (p165) may be more adaptable and have an advantage over others.

Indeed, authors label those who are able to set their own temporal pace with positive descriptors: the time pioneer (Roberts, 2008), temporal entrepreneur (Erickson and Mazmanian, 2017) or even "temporal hero" (Erickson and Mazmanian, 2017). Central to such definitions are assumptions that setting one's own temporal pace is preferable, difficult to achieve and unusual. Wittmann (2017) argues that it is not even possible to fully withdraw from social expectations of temporality. Developing the "temporal muscles" (Erickson and Mazmanian, 2017, p159) to withstand pressure to engage with digital devices and to limit, "the time in which you are available to others via digital networking" (p158) is looked on by many as impressive. Stronger language suggests a, "temporal rebel" as one who deliberately opts out of societal norms regarding how time should most productively be spent and behaves according to one's own, rather than conforming to society's, rhythms or tempos (Erickson and Mazmanian, 2017). Again, these ideas are not new or unique to what is labelled as today's accelerated society. The temporal flâneur, as one who defies societal pressure to conform to the temporal patterns of others was first introduced in the early

twentieth century by philosopher Walter Benjamin (Dodd and Wajcman, 2017). By contrast, there are those who would reject temporal norms of society and seek to become independent, viewing time in a different way (Roberts, 2008).

Conversely, as well as revering those who appear to have opted out of a temporal treadmill (Seldon, 2015) with freedom of choice regarding their temporal activities, society values those who are busy. Those with multiple demands on their time are believed to be more productive and have higher temporal worth within society (Gleick, 1999; Sharma, 2017). Wajcman (2014, p71) concurs by stating, "today it is conspicuous devotion to time-intensive work activities rather than the conspicuous consumption of leisure that is the signifier of high social status". Sharma (2017) also describes those involved in activities in the perpetual present as among the most revered in society. From one perspective, we value those who have the strength to opt out of temporal norms believing them to be powerful and autonomous (Erickson and Mazmanian; Sharma, 2017) and yet we also value those who are in such high demand that they are perpetually busy. Indeed, those with an abundance of time, which they struggle to fill (such as the unemployed), are perceived as redundant and possibly pitied (Sharma, 2017). Conflicting views regarding appropriate use of time and varying assessments of temporal norms emerge as a modern dilemma of the accelerated society (Dodd and Wajcman, 2017). Implicit in any discussion or justification of appropriate temporal norms is that CB is typical, fixed and will not vary. However, customers may have a range of temporal norms, varying by situation and depending upon a range of issues, such as contextual circumstances and prior expectations.

2.3.3.2 Temporal Pressure

Living in the accelerated society causes many individuals to feel pressure to progress according to expected temporal norms (Rosa, 2017). Individuals therefore believe they should achieve certain outcomes within temporal deadlines or for experiences to meet their own expectations according to preconceived ideas of the appropriate use of time in a particular context (Hogreve et al., 2017). Similar to, and influenced by temporal norms, temporal pressure accounts for the extent to which customers perceive temporal demands of what is considered timely within a consumption experience (Boshoff, 1997). Described by some as a, "trade-off", between time and

money, opportunity cost is accepted as an integral component of temporal pressure in modern society (Chatterjee et al., 2016; Read et al., 2016).

Temporal pressure influences the extent to which customers are able to be fully present during the moment of consumption, perhaps because they may be doing other things simultaneously, such as checking a mobile device (Quinton and Reynolds, 2018) in order to meet such temporal demands. In the accelerated society, mobiles enable purposiveness of time (Molotch, 2017) and create new societal norms of behaviour (Erickson and Mazmanian, 2017) and permit people to feel more productive (Rosa, 2017). Where efficient use of time is preferable, mobile devices provide a beneficial opportunity to maximise utilisation of time and consuming an experience need not be a preventative barrier in this. Exploiting technology to find solutions more quickly creates new norms of behaviour (Erickson and Mazmanian, 2017). Customers expect problems to be resolved more quickly as a result of increasingly widespread use of mobile technology (Tomlinson, 2007). Digital technology, "converts all hypothetical possibilities into real options" (Rosa, 2017, p28). Increasingly, customers require information at a faster pace (Baron, 2010; Kozinets et al., 2017) and as a result are more often seeking this information online (Shah et al., 2014) being more likely to seek information from a mobile device (even during the moment of consumption) than a library (Tomlinson, 2007).

2.3.3.3 Temporal Presence

Husemann and Eckhardt (2019) argue that in order to achieve, "consumer deceleration", three forms of deceleration must be present; embodied (physical withdrawal activity), technological (away from technology) and episodic (for a period of time), arguing any one component missing, will prevent deceleration occurring. Withdrawal from the accelerated society is difficult and requires determined effort beyond simply attempting to relax. Erickson and Mazmanian (2017) describe, "valued temporal states" as those where an individual is no longer concerned about time and deadlines, but wholly present in the experience. Also described as, "flow" (Csikszentmihalyi, 1997), optimal temporal experiences arise when the passage of time passes unnoticed because focus moves wholly to the activity or action being experienced or undertaken. Increasingly, there is concern that such states of heightened experiential awareness are becoming threatened as individuals continue

to combine multiple activities simultaneously and give only partial attention to each (Quinton and Reynolds, 2018).

In the context of this research, synchronicity is the seamless interweaving of mobile devices into other activities; maintaining an activity and perhaps seeking to create a solution, or gain information, simultaneously (Erickson and Mazmanian, 2017). Erickson and Mazmanian (2017) also define this as, “porous time”, where one might, for example, be able to perform two tasks at once due to mobile device use; such as answering an email while watching a television programme. Described as habit forming, simultaneous activity might also include writing a tweet via mobile or taking a photograph to post on Instagram (Quinton and Reynolds, 2018) while consuming an experience. Multi-tasking and time squeeze (Rosa, 2017); where efforts are made to include an ever-increasing number of tasks within one portion of time become increasingly sensible and desirable (Erickson and Mazmanian, 2017). However, such synchronicity is often criticised. Carrying out multiple tasks at once can lead to reduced competence in completing any of such tasks (Colvile, 2016; Wittmann, 2017) as greater cognitive ability is required due to increasing demands made simultaneously (Wittmann, 2017). Attention is diverted such that the benefits of consuming an experience are compromised and diminished due to increasing detachment (Vostal, 2014). There is often a lack of empathy for others displayed when distracted by mobile devices (Colvile, 2016). Yet, despite such absent-mindedness, it is frequently argued that emotion plays an important role in consumption in the accelerated society.

In the event of disappointment, Sharma (2017) argues the capacity for real-time responses prevents the individual from spending time in reflection and behaviour becomes a reflex action, rather than a considered choice. Customers are both thinking and reacting more quickly (Baron, 2010; Colvile, 2016; Erickson and Mazmanian, 2017; Gleick, 1999) when disappointed and have an inability to switch off from the demands of an increasingly accelerated society during the moment of consumption (Erickson and Mazmanian, 2017). Zimbardo and Boyd (1999), writing nearly twenty years ago, identified spiralling levels of collective frustration and aggravation during such experiences. In the accelerated society customers are more easily upset when disappointment ensues (Colvile, 2016). Thøgersen et al., (2009) argue that emotional responses are more likely in an accelerated society, arising from quickened reaction times. Emotion becomes more important in decision making

when taking place in the short term (Wittmann, 2017) and a greater volume of dramatic reactions are felt when consumption is taking place in the immediate future (Wittmann, 2017).

Colvile (2016) argues the opportunity to access vast quantities of information, via mobile technology, at any one time, reduces capacity to gain maximum benefit from such experiences, causing interruption. Customers may become more absent-minded (Van de Veer et al., 2016) and have shorter attention spans due to repeated switching between activities (Tomlinson, 2007; Wajcman, 2008). Similarly, as multi-tasking becomes integral to consumption experiences the likelihood of instantaneity (Bauman, 2010), distraction (Colvile, 2016; Nardini et al., 2019) and cognitive overload increase (Colvile, 2016). It is even suggested that mobile phone use creates lazy problem solvers (Colvile, 2016) and people who prefer to take an easy solution (such as searching via Google for information) rather than a context-driven-high-credibility source. Similarly, attention spans are decreasing which has given rise to an increase in compulsion and impatience (Tomlinson, 2007). Wittmann (2017) believes customers are more likely to over-react and lose a sense of proportion relative to their disappointment in the event of excessive waiting. When distracted, either by dissatisfaction or more pleasant activities, difficulties in the effective judgement of the accurate passage of time (Ashby and Gonzalez, 2017) and the effective assessment of risk (Munichor et al., 2006) ensue.

McCann introduces the concept of, “phubbing” (snubbing through mobile phone use) (Ugur and Koc, 2015), to define the practice of being otherwise engaged on a phone while with others during social occasions and the proliferation of smartphone use during consumption experiences (Chotpitayasunondh and Douglas, 2016). Similarly, there is potential overlap of temporal influences upon customers during the moment of consumption. A customer’s view regarding his or her temporal norms will influence the extent to which temporal expectations are set. In turn, temporal expectations influence the extent to which customers feel pressure to use time productively, including during the moment of consumption and thereby reducing their conscious presence during that moment. Temporal pressure directly impacts upon temporal presence (the more I must get done, the less present I can be during the moment of consumption) and subsequently the more that can be achieved within a period of time leads on to become my perception of what is normal and achievable; my subsequent temporal norms. Combined, these influences may contribute to an increased

likelihood of CCB occurring. The customer may be less present during the experience (temporal presence), the customer may have higher expectations of the consumption experience (temporal pressure) and the customer may have higher expectations of what is considered timely during an experience (temporal norms).

Temporal orientation

Several authors have considered the role of temporal orientation in understanding the phenomenon of temporality (Bergadaa, 1990; Cotte and Ratneshwar, 2003; Hammer, 2011; Loda and Amos, 2014; Zimbardo and Boyd, 1999). Wittmann (2017) discusses theories of temporal orientation to describe a latent tendency within individuals to have a natural preference for a focus predominantly on either the past, the present or the future and argues this has an impact upon his/her typical behaviour. Other authors however, conversely argue temporal orientation continuously merges and fluctuates between temporal states. Bergadaa (1990), for example, adopted a phenomenological approach in order to investigate the role of time in CB. Although no reference to complaining was made, customers' merging temporal perspectives and focus were identified. Indeed, Bergadaa (1990) found that, and, "the past and future are unconditionally linked…the past and future are…entirely contained in the present" (p290). Harmon and Dunlap (2018) found that multiple perceptions of temporality merge simultaneously; before, during and after an experience. Tilba and Wilson (2017), using a qualitative research approach, although in the context of pension fund management, researched temporal perspectives. The study found that participants reflect on the past in order to adapt and use their learning in order to set expectations for the future; "individuals…interpret time and develop their own…practiced approaches to time, which in turn shape their behaviour" (Tilba and Wilson, 2017, p505).

Focus on the past provides links with nostalgia, where experience of history dominates the present (Herman, 1998). Described as temporal myopia or temporal short-sightedness, the inability to see beyond the immediate, is frequently framed as weakness by Wittmann (2017) although he does concede everyone suffers from present orientedness to an extent. It is acknowledged that in order to maximise hedonistic fulfilment it is necessary to be spontaneous and "live for the moment" (Wittmann, 2017). However, mindfulness is becoming increasingly popular (Kristensen, 2018; Wax, 2013) precisely because individuals are finding it difficult to be "present" in the moment as they are racing on to the next experience or deadline

in the accelerated society (Barbieri, 2018). Being mentally, as well as physically, present in a particular moment, such that enjoyment is possible, is difficult for many people when they are moving through experiences at a rapid pace (Colvile, 2016). Wittmann (2017) argues self-awareness is critical in order to optimise such experiences. Velazquez et al. (2010) found the past is not the most contributory factor in a behavioural decision. Customers do look back, but they are more concerned with making progress in the present moment. Customers' primary concern when deciding whether or not to complain is the present moment and the temporal investment required now.

There is a wealth of literature regarding the formation of customer expectations for the future (Bitner et al., 1990; Zeithaml et al., 2009) and that expectations are higher in a luxury context (Zauberman et al., 2009) and influenced by past experience (Berry, 2000; Cowley, 2007). Temporal expectations however, are less well documented in the field of CCB. Customer temporal expectations for the future in the context of complaints are most often associated with speed of response (Min et al., 2015; Susskind, 2015), recovery speed (Fan and Niu, 2016) and responsiveness (Goudarzi et al., 2013). In looking to the future, customers are eager to control the use of time, again demonstrating its perceived worth as a valuable commodity and supporting much of temporality literature (Bauman, 2010; Molotch, 2017; Rosa, 2017; Sharma, 2017). Where previous research acknowledges control of time is desired by individuals in the accelerated society (Wajcman, 2014), the extent to which this holds in a hotel or leisure experience is less well known.

2.3.4 Summary of temporality

The phenomenon of temporality provides a new and exciting area for research (Dodd and Wajcman, 2017). This section has revealed, via existing literature, much of what it means to be a contemporary customer living in today's society. Many of the characteristics of the accelerated society, such as the seemingly increasing pace of life (Colvile, 2016; Wittmann, 2017) and the quest for temporal efficiency (Kristensen, 2018) have the potential to impact upon CCCB. Many customers struggle to maintain pace with perceived societal expectations (Sharma, 2017) and experience temporal pressure (Rosa, 2017). Performing multiple tasks simultaneously (Quinton and Reynolds, 2018) and perceiving different temporal states concurrently (Harmon and Dunlap, 2018) leads many customers to be distracted during consumption

experiences (Barbieri, 2018) and have difficulty maintaining temporal presence (Erickson and Mazmanian, 2017). Therefore, the exploration of such CCCB in the context of CCB provides a new and exciting area for research in the present study.

2.4 Social media as a method to complain

2.4.1 Defining social media

SM, is defined in numerous ways by various scholars. boyd (2009) initially described SM as a, "buzzword", to refer to user-generated online content but more recently as, "the sites and services that emerged during the early 2000s, including social network sites, video-sharing sites, blogging and microblogging platforms, and related tools that allow participants to create and share their own content" (boyd, 2014, cited in Fuchs, 2017, p38). SM is a broad umbrella term referring to a range of internet platforms, tools (such as smartphone applications), blogs and online networks (Lindgren, 2017). Use of the word, "social", implies community, companionship and friendliness and indeed, SM is recognised as a means of increasing bonds between individuals (Kavada, 2012). Yet, Schroeder (2018) argues that despite the increased and near-constant opportunity for connectivity offered by SM, society is actually less sociable as a result of its widespread adoption. Individuals are simply, "being alone together" (p168) rather than developing meaningful relationships. Indeed, it should not be assumed that individuals are keen to create social bonds with those they interact with online (Schroeder, 2018) and many of those with whom customers, "socialise" or connect with online are in fact, strangers (Ward and Ostrom, 2006). However, appreciation of the social emphasis of SM provides synergy with evolving CCCB emerging in the accelerated society.

2.4.2 Social media platform preference

Despite the vast range and volume of SM platforms in existence, individual customers do not use all of them (Taneja et al., 2012) but instead use, "repertoires", of available media (Heeter, 1985). Barger et al. (2016) researched varying customer engagement according to SM platforms and found users were motivated by the perceived different purpose of each platform. YouTube users, for example, believed the platform to be more suited to self-promotion, whereas Twitter by contrast, was deemed to be more brand-dominated (Barger et al., 2016). Similarly, Rowe and Alani (2014)

acknowledge platforms vary by use and Kavada (2012) that each creates a sense of community among users, and therefore a collective identity, with associated and diverse norms of behaviour by platform. Taneja et al. (2012) found that users of particular platforms formed preferences arising from rhythms and patterns of their everyday lives and therefore repeated use of SM platforms become habitual behaviours. The work of Verplanken et al. (1998) regarding habitual behaviour, although in the context of habitual behaviours when driving, identified habits as, "learned acts that become automatic responses to situations" (Verplanken et al., 1998, p112).

2.4.3 Customer adoption of mobile devices

Mobiles or tablets are the latest development in a long history of technological improvements to have an impact on perceptions of temporality (Baron, 2010; Bittman et al., 2009; Gleick, 1999; Molotch, 2017). Such hand-held devices create and subsequently typify temporal norms of modern society (Erickson and Mazmanian, 2017). Where widespread behavioural change takes place, such as extensive adoption of smartphones (Wajcman, 2014), this impacts upon consumption and CB (Colvile, 2016). Habitual mobile phone use is increasingly prevalent (Baron, 2010; Rosa, 2017; Simunkova, 2019; Wajcman, 2014) with resultant characteristics of continued checking for updates (Gleick, 1999), fear of missing out (Hodkinson, 2019) provided by availability and opportunity for constant connectivity (Bittman et al., 2009) and use of mobile phones simultaneously for work and leisure, resulting in blurring of boundaries across the two (Molotch, 2017), known as temporal overlapping (Wittmann, 2017). More recently, factors such as digitalisation (Vostal, 2014; Wajcman, 2014), increasing SM use (Chen and Fu, 2018), concern for users' digital footprint (Golder and Macy, 2014) and addiction to mobile devices (Panova and Carbonell, 2018; Tobin, 2019) become important in current debate regarding the phenomena of time and how this affects CB.

Research regarding CB emerging from increasingly widespread adoption of mobile devices remains in its nascent stage, resulting in limited, but rapidly expanding, published academic literature. Examples include; Song and Hollenbeck (2015) who looked at service recovery via text through SM platform Facebook, Wang et al. (2015) and their study of grocery shopping via mobile device and Wang et al. (2013) regarding the consumption of news via mobile devices. In each of the aforementioned

studies, convenience, reduced time consumption and habitual behaviour were all found to be contributory factors influencing customer adoption of mobile devices in these contexts. Kleijnen et al. (2007) identify further temporal benefits to customers in adopting mobile devices as greater time convenience, increased user control, and reduced cognitive effort.

Existing research extensively documents the use of mobiles as diaries when used as a method for research. Maguire and Geiger (2015) for example, asked participants to use their mobile devices to capture their feelings during service encounters and diaries, via mobiles, are often used in studies of temporality (Dickinson et al., 2013; Hampton et al., 2017; Maguire and Geiger, 2015). However, the emergent use of mobiles as journals by customers is under-researched. Wajcman (2014) discusses the "networked family", and the use of mobile calendars to co-ordinate group activity but again, the nascent behaviour of customers relying on their phones as memory aides has been overlooked. In the context of complaint literature, customers remember disappointments (Knox and van Oest, 2014) and Dolan et al. (2019) recognise customers increasingly use SM and mobile devices in order to, "memorialise travel experiences" but this element of CCB is under-researched. Indeed, use of mobile devices enable a much greater level of detail to be stored which may subsequently influence the nature and quality (comprising specific detail) of future complaints. Accuracy of timing (such as when complaints are posted and responded to) chronicled on devices also enables customers to more easily follow up on responses to their complaints.

2.4.3.1 Customers' motivation to use social media

Customers are motivated to use SM (in a non-complaint context) for a variety of reasons including; to entertain (Barger et al., 2016), for social interaction (Azar et al., 2016), to gain information (Rohm et al., 2013) or as a form of self-expression (De Vries et al., 2017) and motivation varies by platform (Schweidel and Mo, 2014). Additionally, Van Meter et al. (2015) identified further motivators to use SM include; connecting, nostalgia (to remember things from the past), informed, enjoyment, advice, affirmation, life-enhancing and influence. SM use is heavily preoccupied with cultivating engagement and reaction from the intended audience (Fuchs, 2017) as well as the ongoing monitoring of others' activities (Schroeder, 2018). Therefore, individuals are often concerned with creating content, which can be time-consuming

(Lomborg and Bechmann, 2015) and presenting a particular image, such as an idealised version of themselves (Miller, 2016: Schroeder, 2018). A lack of response from anyone to a SM post can heighten the likelihood of users feeling isolated and intensify some of the negative associations with heavy SM use (Hajli, 2014). Customers form expectations of the likely response to their complaints, as well as to service itself (Susskind, 2000). Yen and Tang (2015) researched customer motivations to engage in electronic word of mouth (which they acknowledge might be positive or negative) and identified; social benefits (friends in an online community), self-enhancement, extraversion, dissonance reduction, altruism, economic incentives and platform assistance (i.e. encouraged to do so by the SM platform).

Although frequently cited as a time saver, SM use, in contributing to evolving temporal attitudes (Wajcman, 2014) can also be both extremely time-consuming and (for many via smartphone use) a routine part of everyday life (Ling, 2012: Schroeder, 2018). Habit-forming (Pozza, 2014) and often highly addictive (Bright et al., 2015) SM appears to make time seem less important (Lindgren, 2017), being an absorber of time (Lindgren, 2017; Zanjani et al., 2016). News reports frequently cite the negative aspects of SM describing its enslaving nature (Mahdawi, 2018) and that it might have a detrimental effect on mental health (Panova and Carbonell, 2018). Much of SM use comprises the continued monitoring of others' lives and updates posted online (Schroeder, 2018) but different uses may lead to varying amounts of time spent.

Following SM feeds is paradoxically both time-consuming and yet also an escape from the demands of a time-poor everyday life (Crawford, 2009). Described in similar language to drug-taking, many individuals continuously seek the excitement of possible breaking news via continuous twenty-four coverage and also are unable to stop checking their phones for the latest updates. Such relentless SM activity means that many require a detox from constant connectivity (Foroohar, 2017). Much of the time spent online is concerned with searching for and accessing information (Schroeder, 2018) and doing so in the most efficient, time-saving manner (Dodd and Wajcman, 2017). As a result, CB, both in the moment of consumption and in the event of making a complaint, are likely to be impacted. The extent to which customers are distracted (Burchell, 2015) and/or tired (Foroohar, 2017) is likely to influence their CCB. In using SM, customers have the opportunity to react and respond more quickly to disappointment before having reflected whether or not disappointment is significant enough to warrant a complaint. Gregoire et al. (2009b) argues that time heals all

wounds and SM may prevent such healing by encouraging people to complain before having taken time to reflect on their experience. Conversely, rapid articulation of disappointments via SM may lead to closure, healing and contentment of the customer more quickly.

2.4.4 Social media as a method to complain

Essentially, having experienced disappointment and decided to complain, the choice of options open to customers, even accounting for technological advancement, remains the same today, as it did in Hirschman's (1970) seminal study; exit, voice, loyalty, where loyalty constitutes a decision on the part of the customer to continue using an organisation despite experiencing disappointment. Exit, by contrast arises when a customer does not continue to use the organisation and voice, as an expression of such disappointment to anyone, which may or may not include the organisation itself. However, with the combined effects of; increasing technological advancement (Andreassen and Streukens, 2013), societal behavioural change due to evolving CPT (Wajcman, 2014) and developing customer expectations (Aguilar-Rojas et al., 2015), what customers choose to do to complain today leads to new and emerging CCB (Abney et al., 2017). Indeed, one of the most significant developments in CCB is the growing use of SM by customers as a method for complaining (Abney et al., 2017; Balaji et al., 2015; Gregoire et al., 2015; Ma et al., 2015). As smartphone use has been more widely adopted (Wajcman, 2014), for many, rather than solely to provoke reaction, the smartphone provides a readily-available, pocket-held, problem-solving tool (Wajcman, 2014). Therefore, following a disappointing experience, SM becomes the facilitator of a solution rather than a platform on which to engage with others or socialise. Increasing use of SM by disgruntled customers has led to them feeling more empowered to act in the event of disappointment (Gunarathne et al., 2017; Kähr et al., 2016; Sparks and Browning, 2010).

Where negative word of mouth previously relied upon communication with friends and acquaintances (Richins, 1983; Singh, 1988), SM has widened the scope with whom customers are able to communicate their dissatisfaction (Bolkan, 2018; Chen and Gao, 2019; Ma et al., 2015). Chelminski and Coulter (2011) distinguish between voice and word-of-mouth, where the former constitutes making a complaint directly to the service provider and the latter to anyone else. However, with increased connectivity among customers today (Fan and Niu, 2016), enabled via the internet

and SM (Marres, 2017), the potential reach of customers' complaints is vastly increased (Abney et al., 2017) and potentially includes the service provider, whether intended by the customer or not. Prior to the prolific use of the internet, word of mouth was assumed to be a private phenomenon confined by a customer's circle of personal connections (Hirschman, 1970) but in today's accelerated society it can be both public and global (Gunarathne et al., 2017). SM impacts upon perceptions of what constitutes public or private complaining (Balaji et al., 2015; Crie, 2003). Pre-internet, public complaining, such as approaching a third party, was difficult (Day et al., 1981). SM enables customers to vocalise their problems to more people (Ma et al., 2015). The opportunity to make public (Abney et al., 2017; Balaji et al., 2015; Gregoire et al., 2009a; Singh, 1988) any disappointment makes customers more powerful (Kähr et al., 2016) and they may feel particularly strong if they are able to maintain their anonymity in complaining online (Sparks and Browning, 2010). The capacity for complaints to be made public via the internet al.so has implications for evaluating justice in complaint handling and responses received in the public domain (Bacile et al., 2018).

Understanding of customer voice when complaining continues to evolve with the adoption of SM as a method to complain (Ma et al., 2015). When Hirschman (1970) introduced the concept of, "voice", as, "kicking up a fuss" (p30) SM had not been conceived and complaints made this way were only as public as those who were in the vicinity when the complaint was being made. Accordingly, complaints made on SM have the potential to threaten hotels' reputations (Bodey and Grace, 2007) precisely because they are public, discoverable, often posted quickly and spread rapidly, possibly before a hotel is even aware of a complaint and any response has been provided (Dunn and Dahl, 2012). Subsequently, hotels are increasingly concerned about managing their marketing image as a result of complaints made on SM (Champoux et al., 2012; Gregoire et al., 2015; Ma et al., 2015; Xie et al., 2017). Although not everyone has access to, or is active on SM, sometimes referred to as a digital divide between users and non-users (Napoli and Obar, 2014), hotels remain aware of the ease with which disgruntled customers could quickly make known their disappointment (Park and Allen, 2013; Yen, 2016). Lindgren (2017, p3) argues, most people are, "quite well connected", meaning they have, or know how to obtain, access to SM. The extent to which a customer actually has much power will include their influence online, also known as, "klout" (Gunarathne et al., 2017). Allon and Zhang (2015) propose there are, "high value customers", being those who have a heightened

level of influence in the social network, thereby controversially implying it is more important to appease some customers than others.

2.4.5 Evolution of knowledge of contemporary customer complaint behaviour (post introduction of social media)

Literature detailing the use of SM adopted by customers as a method to complain began emerging from 2011 onwards and is summarised in Table three, commencing below and continued overleaf. The public nature of complaining via SM was a primary focus of early research concerning its use in CCB. Subsequent research in this field has continued to explore areas such as; customer motivations to use SM to complain, the categorisation of CCB using SM, analysis of various SM platforms' use in CCB and customer expectations for complaint handling when complaining via SM. It was argued by many when SM was first used as a method to complain, that it would be chosen by customers primarily for revenge purposes, for those particularly irate (Balaji et al., 2015; Gregoire et al., 2009a; Sparks and Browning, 2010) following serious failures only (Tripp and Gregoire, 2011). Gregoire et al. (2015) maintain that retribution is a significant motivator for unhappy customers to use SM to complain and similarly, Kähr et al. (2016) argue the desire to cause serious damage to brand reputation, which they term, "brand sabotage", is a very significant motivator for complaining via SM. However, SM use evolves rapidly (Gregoire et al., 2015) and extreme feelings of anger are not necessarily required for customers to feel sufficiently motivated to complain via SM today (Gunarathne et al. 2017).

Table 3 Summary of literature concerning customer complaint behaviour using SM

Year	Author/s	Summary of research in CCCB using SM
2011	Tripp and Gregoire	Rapid spread of complaints made on SM and customers' motivation to use this method to complain
2015	Balaji et al.	Public complaining via SM Private complaining via SM

Year	Author/s	Summary of research in CCCB using SM
2015	Grégoire et al.	CCB: complain to the company online immediately after a first-service failure, publicise extraordinary recoveries, discuss a failure without complaining to the firm, reach out to online third-party complaint intercessors, spread negative publicity following a double deviation. Categorisation of six types of SM complaints; directness, boasting, badmouthing, tattling, spite and feeding the vultures.
2015	Ma et al.	Customers' motivation to use SM to complain
2015	McGraw et al.	Use of humour in complaining on SM to encourage a response.
2015	Min et al.	Customer satisfaction with hotel responses to negative reviews.
2016	Yen	Analysis of CCCB using SM as a means of venting.
2016	Fan and Niu	Responses to complaints made on Twitter that do not require customers to take further action are received more positively by customers.
2017	Abney et al.	Use of Twitter in CCB.
2017	Crijns et al.	Analysis of personalisation of responses by companies responding to complaints made on SM by customers.
2017	Gunarathne et al.	Customers with prior experience of complaining using SM are less likely to be happy with the outcome of their complaints than those without.
2017	Istanbulluoglu et al.	Creation of taxonomy of CCCB combining previous taxonomies but with integration of new behaviours emerging from technological improvements.
2018	Stevens et al.	Managing complaints made on SM.
2018	Sugathan et al.	Complaint handling quality on SM.
2019	Alrawadieh and Dincer	Hoteliers' knowledge of potential harm of negative reviews on TripAdvisor
2019	Mei et al.	Exploratory research of customers' motives to use Facebook to complain

2.4.6 Motivation to complain via social media

When using SM as a complaint method, many customers' motivations to complain remain the same as those when complaining without using SM; such as; goal-seeking (Ma et al., 2015), redress (Balaji et al., 2015), altruism (Mei et al., 2019) and venting (Gregoire et al., 2015). However, new customer motivations to complain via this method, emerge, and those with a temporal implication are summarised in Figure seven overleaf. Seeking to avoid confrontation (Abney et al., 2017) can improve experience in the present moment. Complaining via SM requiring less effort than using other methods to complain, might suggest complaining takes place more quickly (Abney et al., 2017). Similarly, SM, if perceived as more convenient than using other methods to complain (Mei et al., 2019) interrupts temporal plans to a lesser extent. Perception of an increased likelihood of response to a complaint being received (Fan and Niu: 2016; Ma et al., 2015) also suggests less waiting time (Batt and Terwiesch, 2015; Janakiraman et al., 2011; Pàmies et al., 2016). Complaining via SM might elicit a faster response than using other methods (Min et al., 2015) and be less time-consuming than complaining via alternative methods (Huppertz, 2014). Each of the examples shown in Figure seven overleaf present clear temporal advantages for customers adopting this method to complain.

Response is an important part of SM use in complaining (Hajli, 2014). Posting a complaint on SM may persuade the customer's audience (e.g. followers) of his or her opinion (Wasike, 2017) and provide confirmation he or she is justified in making a complaint and in turn encourage a response from the hotel. Emotional content, such as showing happiness or sadness, makes a response more likely and spread more quickly (Gunarathne et al., 2017). Including humour in complaints in SM posts is increasingly popular and makes complaints seem more positive, although this is less effective in achieving redress when complaining because the problem is not taken seriously (McGraw et al., 2015). Customers with a larger online presence are more likely to receive a response, and to do so more quickly (Gunarathne et al., 2017). The response given by a hotel to a complaint on SM, raises customer expectations for subsequent complaints via the same method (Ma et al., 2015).

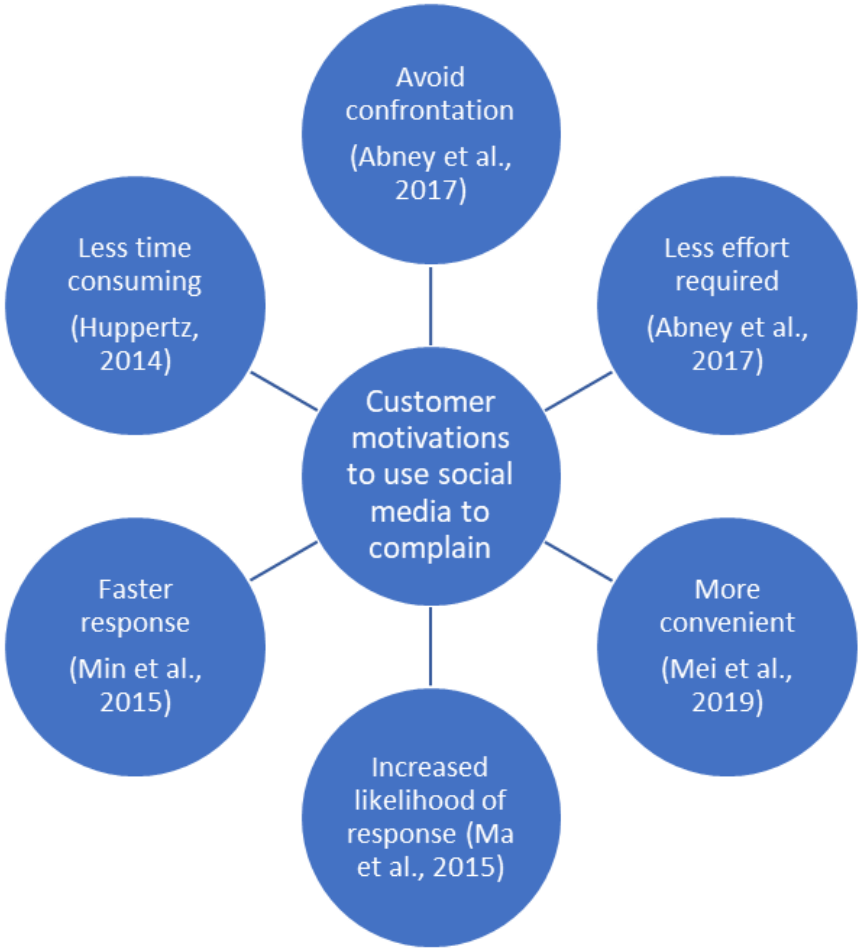

Figure 7 Motivation to complain using SM

Whatever the goal or intended outcome a complaining customer seeks from a complaint, an assumption of the accelerated society in the context of CCB is that customers will expect any such goals to be reached quickly (Goudarzi et al., 2013). Certainly, customers do not like to wait (McQuilken et al., 2017) but there is some disparity regarding the role of speed in complaint resolution. Hogreve et al. (2017) found customer expectations of compensation do not necessarily increase over time but the longer it takes for redress to be obtained, the less likely customers are to be satisfied with their complaints' handling. By contrast, Fan and Niu (2016) argue, while important, the speed with which resolutions are reached does not impact overall customer satisfaction. Similarly, the speed with which any advice is proffered is increased via communication in real-time (Gunarathne et al., 2017); such as to warn other customers not to visit a particular luxury establishment.

For those customers who complain via SM, technology is perceived as an enabler, increasing the likelihood of achieving the desired complaint outcome. Customers

believe they are more likely to receive a response when complaining via SM (Fan and Niu, 2016; Gunarathne et al., 2017). The use of SM as a complaint method is perceived to be easier (Abney et al., 2017) and requiring less effort (Ma et al., 2015). Complaining via SM may require emotional involvement (Gregoire et al., 2015) but this can be managed by the customer privately and need not require an uncomfortable conversation or direct confrontation (Kujath, 2011). Customers are able to complain at a time of their choice, thereby reducing inconvenience. Most importantly of all from a temporal perspective, complaining via SM can be done quickly (Abney et al., 2017). Complaining via SM doesn't necessarily increase the likelihood of a successful outcome. Fan and Niu (2016) found that customers are split fairly evenly regarding their satisfaction with responses to their complaints made on SM. Gunarathne et al. (2017) further suggest that customers who have complained via SM in the past are less likely to feel satisfied with how any subsequent complaints were handled.

Melancon and Dalakas (2018) found that customers prefer a timely response but without specifying how timely is defined. In order to understand why customers use Facebook to complain, Mei et al. (2019) adopted a similar approach to this study in implementing an inductive, qualitative and exploratory methodology but within the context of retail. Venting, sharing and seeking revenge were identified as motivators but again, a temporal perspective was overlooked. Huppertz (2014) describes complaining as a, "multi-stage process" (p7) yet there is limited research outlining the separate stages of making a complaint. From a temporality perspective, appreciating temporal investment will probably be required by customers more than once for one complaint experience is significant. Rather than singular, one-off events, the act of complaining usually encompass a range of responses to dissatisfaction (Singh, 1988; Singh, 1990) and require repeated vocalisation of disappointment. Significantly, complaining via SM usually arises due to double deviation (Tripp and Gregoire, 2011); where a customer experiences dissatisfaction with a previous response to his or her complaint. Sugathan et al. (2018) in conceptualising CCB using SM, found that customer effort in complaint making was a contributor to satisfaction and where customers are required to use greater effort to complain, they experience greater dissatisfaction with the outcome.

Certainly, not everyone who experiences a disappointment complains (Thøgersen et al., 2009; Voorhees and Brady, 2006). Customers evaluate the relative merits and

drawbacks in taking complaint action of any sort, whether consciously, or not (Kim et al., 2003; Kowalski, 1996; Singh and Wilkes, 1996). Many authors agree, customers consider the likelihood of success before even deciding to complain (Huppertz, 2014; Jacoby and Jaccard, 1981; Kim et al., 2003; Kim and Boo, 2011; Velazquez et al., 2010) and further, whether they might even get any response at all (Balaji et al., 2015). Customers often believe complaining would involve significant effort (Cai and Chi, 2018; Dixon et al., 2010; Huppertz, 2014; Stephens and Gwinner, 1998), be time-consuming (Au et al., 2014; Davidow, 2003; Jacoby and Jaccard, 1981; Voorhees and Brady, 2006), be inconvenient (De Matos et al., 2012; Mattila and Wirtz, 2004) or require too much emotional involvement (Chebat et al., 2005b).

To make a complaint often requires an uncomfortable conversation (Au et al., 2014). In a luxury context, feelings of inadequacy sometimes arise due to perceptions of class disparity (Dion and Borraz, 2017) leading to a heightened desire to avoid the possible discomfort of complaining in person. Even though many customers believe making a complaint face-to-face will provide richer communication (Susskind, 2006) some customers are eager to avoid confrontation (Bolkan, 2018), feel weak or powerless (Stephens and Gwinner, 1998), helpless (Gelbrich, 2010) or lacking control in managing the complaining process (Bodey and Grace, 2007). Certainly, there is a cost (time and/or effort, for example) for the customer who decides to complain (Chebat et al., 2005a; Richins, 1983). Unsurprisingly therefore, the majority of people, having evaluated the advantages and disadvantages of complaining, decide not to do so (Voorhees and Brady, 2006). However, many of the aforementioned justifications for deciding against complaining are assuaged by changing temporal norms in the accelerated society, with widespread mobile technology adoption and increasing SM use.

The accelerated society is an additional impetus in the cultivation of emotional responses (Sharma, 2017). Emotional responses are more likely in the accelerated society (Wittmann, 2017; Zimbardo and Boyd, 1999). Individuals increasingly push themselves to personal limits in order to maximise productivity (Erickson and Mazmanian, 2017; Rosa, 2017), increasing stress (Wills, 2017) and in turn, the likelihood of emotional responses to disappointment. Living at a faster pace increases the likelihood of impulsive and quicker complaint reactions, vocalised before any opportunity for reflection has been realised (Gregoire et al., 2015; Thøgersen et al., 2009). Customers who think more quickly are more likely to blame

others for disappointment (Pacheco et al., 2018). The accelerated society and a faster pace of life certainly encourages faster thinking (Hassan, 2007). Consequently, the volume (both in number and sound) of complaints made by customers, and the extent to which these are emotional and reactive (with less time for reflection) may increase in a society with a focus on speed. Knox et al. (2014) found that customers do not necessarily remember their negative experiences and quickly forget their disappointments. Gregoire et al. (2009b) concurs that the desire to complain reduces over time. Therefore, given an opportunity to deliberate or ponder on their disappointing experience customers' desire to complain may lessen over time. However, the faster pace of the accelerated society and the handheld capacity to complain quickly via mobile devices reduces the opportunity for such contemplation, encouraging faster, reactive complaints (Erickson and Mazmanian, 2017). Further, mobile device use reduces the amount of information people are required to retain (Khan, 2008), including negative experiences. Consequently, customers may be complaining quickly in order to capture a moment of disappointment, to prevent forgetting or to shift the task to someone else's to-do-list (Colvile, 2016); all characteristics of the accelerated society with a focus on the efficient use of time (Wajcman, 2014).

Examples of customer attributes associated with CCB are evident in literature and these may be impacted by changes in the accelerated society and new societal temporal norms (Rosa, 2017; Wajcman, 2014). For example, the customer with a higher propensity to complain and a belief that complaining is a valuable activity experiencing increased temporal pressure to achieve tasks at a faster pace (Rosa, 2017; Wittmann, 2017), may be even more likely to complain and to do so quickly (Abney et al., 2017). Alternatively, with higher levels of stress in the accelerated society (Wills, 2017) customers with higher neuroticism (Parkins, 2004), may experience greater anxiety and wish to avoid conflict when complaining (Thomson et al., 2012) resulting in a reduced inclination to complain. Customer propensity to complain in person may be reduced in order to avoid unpleasant experiences and subsequently complaining via SM may become more appealing. Feeling pressured or busy while living at a faster pace (Rosa, 2017; Wittman, 2017) and the extent to which the customer is performing multiple tasks simultaneously (Quinton and Reynolds, 2018) affects the degree to which he or she is fully present while complaining and likely to influence politeness (Lerman, 2006), another personal customer characteristic.

Other motivations to complain via SM relate to the sharing and connectivity facilitated by SM platforms. Sezer et al. (2018), introduce the concept of "humblebragging", where an individual complains publicly (usually via SM) in order to display status to his or her connections but without wishing to appear to be bragging. Similar to passive aggression, humblebragging enables the customer to elicit sympathy for their negative experience, among their SM followers, via false modesty but with the intention of conspicuous consumption and making explicit their unusual or experiential purchase. Similarly, motivated by a desire to cultivate engagement, complaints might be exaggerated in order to increase viral spread (Abney et al., 2017).

2.4.7 Summary of social media use as a method to complain, literature

The widespread adoption of SM by many customers (Schroeder, 2018) leads to new and emerging CB (Fuchs, 2017; Lindgren, 2017). Many customers form preferences for particular SM platforms (Taneja et al., 2012) and increasingly use SM via mobile, handheld devices (Erickson and Mazmanian, 2017), impacting both consumption behaviour (Colvile, 2016) and perceptions of temporality (Wittmann, 2017). SM is increasingly used as a method to complain (Abney et al., 2017; Gregoire et al., 2015). Many customer motivations to complain via SM have a temporal implication, such as to avoid confrontation (Abney et al., 2017) or believing it to be more convenient (Mei et al., 2019). However, the specific exploration of CPT in CCCB using SM has yet to be fully explored, providing an additional research gap in existing knowledge.

2.5 Consumption

"What we do in our free time will change. We will prefer to do things that give us social and experiential currency to help us stand out in an experiential world".

(Wallman, 2015, p271)

2.5.1 Experiential consumption

The influence of the accelerated society extends into many areas of life (Rosa, 2017). Even during leisure activities, busyness is desirable (Wajcman, 2014). Veblen (1899) first introduced the concept of conspicuous consumption in the late nineteenth century. At that time, many individuals were keen to demonstrate their status in

society through the display of wealth through their impressive, often expensive physical purchases (Veblen, 1899). In an accelerated society, where the efficient and productive use of time is revered and highly valued (Colvile, 2016; Keinan and Kivetz, 2011; Wittmann, 2017), experiential purchases are held in high esteem (Carter and Gilovich, 2012; Keinan and Kivetz, 2011).

Experiential perspectives of consumption are not new. A summary of the development of seminal experiential literature is provided in Table four below. Holbrook and Hirschman (1982) suggested nearly forty years ago that an experiential perspective is an important consideration when understanding all forms of CB. People have always derived pleasure from purchases; whether material or experiential (Holbrook and Hirschman, 1982) but such rapid recent growth in experience purchases has developed at a greater rate than manufacturing, services and even luxury goods (Wallman, 2015). Shobeiri et al. (2016) confirm customers' desire for experience purchases continue to increase. Today, customers are eager to share their experiential purchases via SM (Bronner and De Hoog, 2018).

Table 4 Evolution of experiential consumption

Year	Citation	Summary of research
1982	Holbrook and Hirschman	Experiential aspects of consumption.
1999 2007	Gilmore and Pine	Experience economy. Authenticity.
1999 2003	Schmitt, Schmitt et al.	Experiential marketing.
2009	Atwal and Williams	Importance of the experiential in luxury.
2010	Carter and Gilovich	Experiential purchases compared with material purchases.
2012	Carter and Gilovich	Experiential purchases central to self-worth.
2015	Gilovich et al.	Experiential consumption more fulfilling than material purchases, form part of someone's identity and evoke fewer social comparisons.
2015	Schmitt et al.	Experiential psychology and consumer experience.

Year	Citation	Summary of research
2018	Bronner and De Hoog	Increasing desire among customers to communicate experiential purchases to others.

Experiences are harder to compare than material purchases because of their subjective and intangible nature (Kumar and Gilovich, 2015; Wallman, 2015; Carter and Gilovich, 2010). Therefore, any attempts to make such comparisons have a minimal effect on evaluation of those experiences (Carter and Gilovich, 2010). Experiences are however, the focus of conversations between individuals to a greater extent than material purchases (Kumar and Gilovich, 2015, p170). Gilovich et al. (2015) argue an experience is more likely to be judged as a one-off experience rather than compared with other experiences. As a result, customers may be less inclined to make negative comparisons with their own or others' experiences or have feelings of regret following a disappointing experience (Wallman, 2014, p196). Indeed, Carter and Gilovich (2010) argue the hedonic element (or instant gratification) or pleasure obtained from experiences doesn't come from comparison with others' experiences, implying a direct contradiction with conspicuous consumption and the desire to gain status from purchases. However, Carter and Gilovich (2010) were writing at a time when SM use was less prolific, widespread and before review sites were frequently referred to. SM enables much easier comparison of experiences and there are many for whom now this conspicuous sharing is an additional source of pleasure following an experiential purchase (Bronner and De Hoog, 2018).

2.5.2 Exceptional experiences

New, unusual or novel (words often linked to or described as exceptional) experiences increase social standing (Gilovich et al., 2015) and send a signal to others (Carter and Gilovich, 2012, p1305), particularly in an era of prolific SM use. Carter and Gilovich (2012) believe acquiring experiences leads to increased social status and feelings of gratification among friends and acquaintances. Wallman (2015) explicitly describes, "experiential currency" (p271) as something people are eager to achieve by having an increasing number of unusual experiences which others are aware of (via SM). The hoped-for outcome of this display of wealth is the subsequent reaction of the intended audience. In this way, such purchases can communicate information to others (Belk, 1985).

Table five, below, provides a summary of words used chronologically in the literature to describe exceptional luxury experiences. Many descriptors in Table five below, infer a temporal aspect, whether it is the purchase of an experience as an occasional, "special treat", or a more significant, "life-changing" or "autobiographical", event. For example, where experiential purchases involve buying something that comprises fulfilling dreams and fantasies (Holbrook and Hirschman, 1982) their purchase arguably, becomes a productive and therefore justifiable use of time. There is a potential conflict between the perception of the use of time in experiential purchases as being wasteful versus sensible because it is fulfilling a lifelong ambition. Indeed, the word, "indulgent" (Hemetsberger et al., 2012), implies the use of time (as well as money) for purely pleasurable reasons, rather than conforming to the pressures of the accelerated society (Rosa, 2017). "Milestone" and "peak", as labels of experiences suggest progression and therefore the passage of time. Other words such as; "meaningful", "engaging" and "special", imply value (i.e. time not wasted) to such experiences for customers whereas, "novel", "unusual" and "extreme", imply comparisons with less unusual experiences and hint at the importance of conspicuous consumption in such experiences.

Table 5 Words used in literature to describe exceptional experiences

Author	Exceptional Experiences
Maslow (1964)	Intense, Life-changing, a peak experience.
Holbrook and Hirschman, (1982)	Fulfilling dreams or fantasies.
Schmitt (1999)	High level of significance.
Carù and Cova (2007) Gilmore and Pine (2007)	Central to sense of self, identity and projected image, influenced by prior experience, personal.
Atwal and Williams (2009)	Attainable.
Zauberman et al. (2009)	Superior, meaningful, assets.
Keinan and Kivetz (2011)	Novel, unusual, extreme, collectable things, productive use of time, autobiographical.
Carter and Gilovich (2012)	Determined by the individual / self-defining. Accomplishing a higher order goal. Special importance.
Hemetsberger et al. (2012)	Indulgent, harmony, self-enhancement, transformation.
Kapferer & Bastien (2013)	One-off occasions.

Author	Exceptional Experiences
Bhattacharjee and Mogilner (2014) Abtan et al., (2014)	Special, exceptional.
Sussman and Alter (2014): Bhattacharjee and Mogilner (2014)	Extraordinary.
Gilovich et al. (2015)	A life experience.
Wallman (2015)	Memorable.
Shobeiri et al. (2016)	Engaging.
Thomsen et al. (2020)	Exceptional as the opposite of mundane in experiential consumption.

Keinan and Kivetz (2011) contend time is increasingly precious, or even a luxury, although it should be acknowledged that this is particularly in Western time-focused cultures (Hofstede, 1980). Therefore, wanting to have unusual and special experiences is not only about feelings of pleasure but also a method for customers to use their scarce leisure time more productively by ticking items off their bucket list (Keinan and Kivetz, 2011). Rather than traditionally being seen as indulgent, experiential purchases become concerned with productivity and using time wisely. Similarly, Langer and Heil (2013) describe “not-done-yet experiences” (p156) as a significant motivation in their purchase.

2.5.3 Luxury

Definitions of luxury vary throughout literature and there is some disparity regarding the true meaning of luxury (Kapferer and Bastien, 2013). Certainly, many believe luxury is increasingly accessible (Roper et al., 2013). Use of the term, “luxury”, is widespread (Kerwin, 2004), causing some confusion regarding its meaning (Kapferer and Bastien, 2013). Determining what constitutes luxury is subjective (Roper et al., 2013). There is an assumption luxury equates with wealthy customers but this may not necessarily be so, as affluence is not necessarily a prerequisite (Roper et al., 2013; Abtan et al., 2014). Traditionally, luxury has predominantly been accessible only for the rich but it is increasingly more readily available to the masses (Atwal and Williams, 2009). Similarly, luxury does not necessarily equate with expensiveness (Kapferer and Bastien, 2013). At its most basic, luxury is anything a customer attaches luxurious meaning to (Hemetsberger et al., 2012) thereby suggesting a very wide remit of products that can be classified as luxury and simultaneously, availability

of luxury for many. An important characteristic of luxury is its exclusivity (Štrach and Everett, 2006; Kapferer and Bastien, 2013) and elitism is an integral part of the inherent nature and appeal. Exclusivity however, is becoming less of a barrier for those to whom luxury was previously unattainable.

In describing luxury, frequently cited characteristics include; quality, craftsmanship, recognisability, exclusivity, reputation, distinctive variation (Štrach and Everett, 2006), customisation and bespoke (Abtan et al., 2014). Kapferer & Bastien (2013) suggest many additional ways to explain the appeal of luxury; beauty, excellence and uniqueness of the object, creativity, sensuality, creative audacity (fashion), timelessness, international reputation, rarity, madness, imperfection and having flaws. Individuals may be smitten by luxury (Abtan et al., 2014), and as a result irrational (Chevalier & Mazzalovo, 2012) implying a lack of cognitive thought attached with purchasing luxury. The extent to which a customer is experienced in consuming a particular product or service can influence their behaviour (Clarkson et al., 2013). Greater experience may lead to more enhanced appreciation (Kapferer and Bastien, 2013), due to increased knowledge refinement and an ability to understand what is being experienced, more with each subsequent experience (Chevalier and Mazzalovo, 2012). Experienced luxury customers may be more critical, more demanding and less sympathetic in the event of expectations not being met (Lee et al., 2015).

Luxury purchases are amongst the most experiential (Schmitt et al., 2015; Carter and Gilovich, 2012) and experiences are usually the most expensive luxury purchases (Sussman and Alter, 2014). Spending within the luxury sector continues to grow at a rapid rate (Bain, 2018; Gutsatz and Heine, 2018) and customers' desire for experience purchases continue to increase (Shobeiri et al., 2016). Expectations are higher in a luxury context (Krishnamurthy and Kumar, 2015; Lemieux et al., 2012; Zauberman et al., 2009), and therefore, complaints may be more likely to occur. In a hotel context, the inherent temporal characteristic of perishability (Kotler, 2003; Parasuraman et al., 1988) increases temporal pressure on customers' awareness that disappointing experiences cannot ever be repeated in precisely the same way, as a moment in time, once passed, is gone forever. Abtan et al. (2014) refer to the concept of "experiential luxury" as a growing phenomenon, separate from other luxury purchases (Wallman 2015) within all markets, both emerging and mature (Abtan et al., 2014; Barasch and Tonietto, 2017).

2.5.4 Customer complaint behaviour in an experiential luxury context

There is little mention in literature of CCB following negative experiential purchases. Gilovich et al., (2015), argue, “another topic ripe for investigation is how people react to disappointing material and experiential purchases” (p160), providing justification for the context within which the present study takes place. Similarly, there is sparse literature regarding customer complaints made within a luxury context. Table six, below, provides a chronological summary of CCB literature in a luxury context. Most of the literature detailed in Table six is concerned with the subject of customer complaints and what they were complaining about. Interestingly, most of these papers carried out research of complaints made online, whether as direct complaints or negative reviews. Despite not having searched using the specific terms, “online” or, “SM”, results demonstrate the significant development of CCB literature where the majority of research details complaints made via SM, even in a luxury context.

The findings of Poh and Cheng (2017) suggest luxury hotels receive less negative online reviews than non-luxury hotels. While fewer online complaints may indicate less customer dissatisfaction, it may also suggest a different demographic of SM user and/or adoption of different methods to complain in a luxury context. Where online complaints are received by luxury hotels, these are more damaging to the hotel than those received by non-luxury hotels (Blal and Sturman, 2014). However, the difference in price between luxury and non-luxury hotels may account for this disparity. The study conducted by Ward and Dahl (2014) confirm that customer feelings of discomfort are of significance in a luxury context, being sufficient to lead to complaint and avoidance behaviour. When complaining, customers of luxury hotels may therefore prefer to complain via SM in order to avoid such discomfort. Even in a luxury context, customers are still motivated to complain via SM in order to ensure their complaints’ spread as far as possible (Zheng et al., 2009) and hope that their complaints will have an impact on potential customers who may desire to use the same venue (Shen, 2014).

Table 6 Customer complaint behaviour in a luxury context in the literature

Source	**Summary of research of luxury and customer complaint behaviour**
Zheng, T, Youn, H, & Kincaid, C (2009)	Identification of reasons customers post complaints online.

Source	Summary of research of luxury and customer complaint behaviour
Blal, I, & Sturman, M (2014)	Complaints about luxury hotels made online are more damaging financially than in other contexts.
Ward, M, & Dahl, D (2014)	Study of post-complaint behaviour following feelings of customer rejection having visited a luxury shop.
Memarzadeh, F, & Chang, H (2015)	Demographic study of complaining customers posting negative reviews on TripAdvisor. Categorisation of what customers were complaining about.
Poh, W.C, & Cheng L.T (2017)	Luxury hotels receive less negative online reviews than non-luxury hotels.
Dincer, MZ, & Alrawadieh, Z (2017)	Study of complaint stimuli; service quality, the efficiency of hotel facilities, and cleanliness and hygiene. Less than half of complaints received a response. More than half received a response within a week of posting an online complaint.

2.5.5 Summary of consumption literature

EELC simultaneously highlights a synergy and research gap at the confluence with the three previously outlined streams of literature: CCCB, temporality and SM as a method to complain. In a seemingly time-poor society (Wajcman, 2019), conspicuous experiential consumption (Colvile, 2016; Wittmann, 2017) of exceptional experiences (Gilovich et al., 2015) is perceived by many customers to increase social status (Keinan and Kivetz, 2011; Wallman, 2015). Perhaps shared via mobile devices (Bronner and De Hoog, 2018), customers very often have high expectations entering such experiences (Krishnamurthy and Kumar, 2015), and particularly so, in luxury hotels (Lemieux et al., 2012). Existing knowledge of CCCB, and CPT, in the event of disappointment in the context of EELC is sparse, providing additional impetus of the need for the present study.

2.6 Conceptual Framework

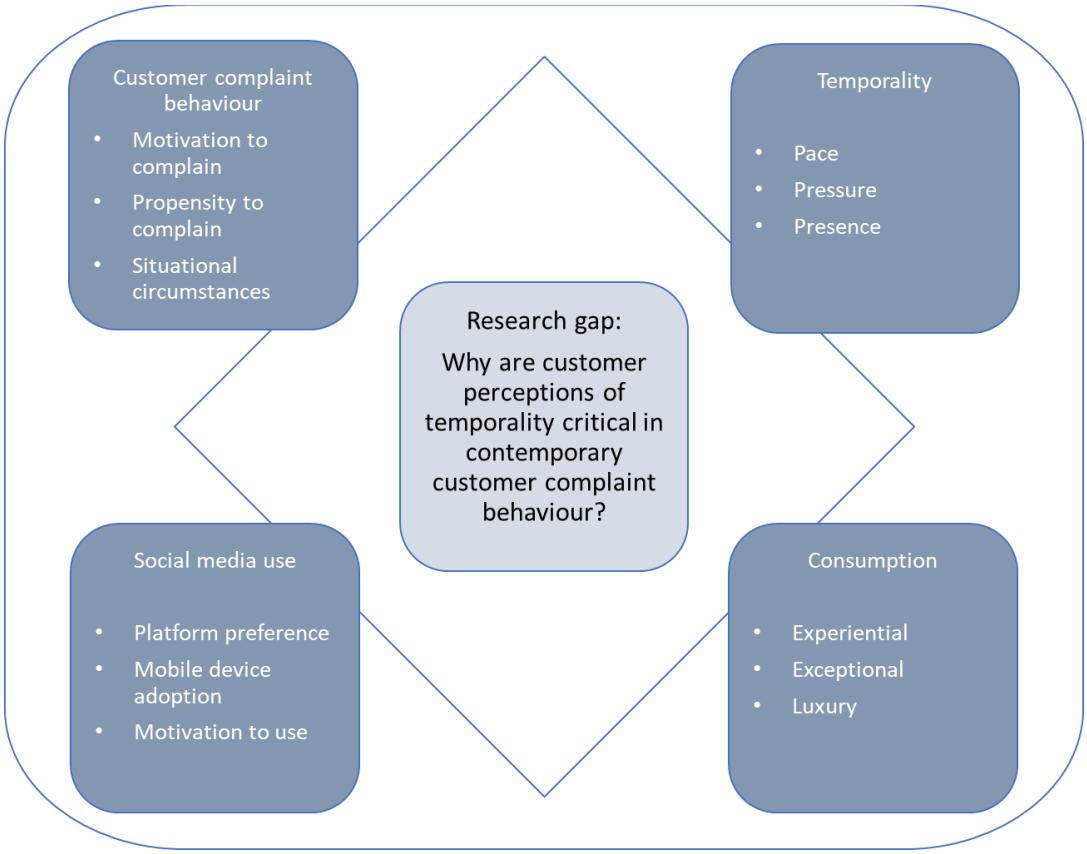

Figure 8 Conceptual framework of the four central themes of the literature review

The conceptual framework shown in Figure eight above provides an overview of the four central themes identified through the literature review and discussed throughout this chapter: CCCB, temporality, consumption and SM use. The overall research gap identified is the lack of existing knowledge regarding CPT in CCCB. The literature review revealed the salient sub-themes of CCB that have particular relevance to understanding CPT in such CCCB, are; customer motivation to complain, customer propensity to complain and the situational circumstances in which the disappointment occurs. Within the literature stream of temporality, after having outlined the evolution of perspectives of temporality provided in literature from the mid-eighteen-hundreds and the advance of capitalism, and characteristics of the accelerated society, the relevant themes for this study were considered to be; customer perceptions of temporal; pace, pressure and presence. The discussion of SM, used as a method to complain, provides further insight of CPT in CCCB due to its inherent temporal characteristics, as explained throughout this chapter. Customer preference for particular SM platforms, customer decisions regarding mobile device adoption and

customer motivation to use SM, including as a method to complain are deemed by the researcher to be significant themes in understanding CPT in CCCB using SM. The final stream of identified literature is that of consumption and within that; experiential, exceptional and luxury consumption. The overall context within which the research took place is five-star London hotels. The conceptual framework combines concepts of CCCB using SM, CPT and EELC. In so doing, this research synthesises literature to provide an impetus for the central contribution to knowledge of the present study.

Chapter summary

This chapter has provided an overview of the literature on the central themes of temporality, CCCB and use of SM as a method for complaining. An outline of the accelerated society has been provided, along with explanation of its evolutionary development and consequent characteristics evident today, such as time scarcity and the desire for temporal refuge. Emerging CC behaviours relevant in the moment of consumption were discussed, leading to consideration of possible influencers on CCB. Following this, seminal literature in the field of CCB was identified and reviewed with regard to evolving societal temporal norms. SM, as a method for customers to complain, was evaluated and again, applied to temporality. Finally, experiential consumption, specifically within luxury hotels, was introduced as the context within which this research takes place with specific application to complaining in a luxury context. A summary of literature is presented in the conceptual framework, thereby providing the basis from which subsequent methodological decisions of this research have been made.

3.0 Methodology

3.1 Introduction

This chapter provides detailed explanation and justification for the methodological theory, approach, design and adopted methods of this research, developing on the foundations of the literature review, consolidated by a conceptual framework and resultant research questions. The methodology commences with justification of the philosophical, ontological and epistemological position of this research, followed by consideration of the researcher's personal values and axiology. The research approach of interpretative phenomenological analysis (Smith et al., 2012) is defended alongside online observation (Kozinets, 2015), as well as evaluation of the broader implications of conducting digital qualitative research. Four specific research methods are outlined along with their advantages, limitations and comparisons with other studies in related fields, using similar methods, sampling techniques and data analysis methods, provided. Finally, consideration of ethics specific to this research and concerns regarding ensuring quality of data gathered are discussed.

3.2 Research Overview

Figure nine, overleaf, depicts the research methodology adopted in this research summarising the direction of this study from the larger philosophical perspective to the specific details of methods used. Detailed explanation, discussion and justification of the research methodology are provided in subsequent sections of this chapter.

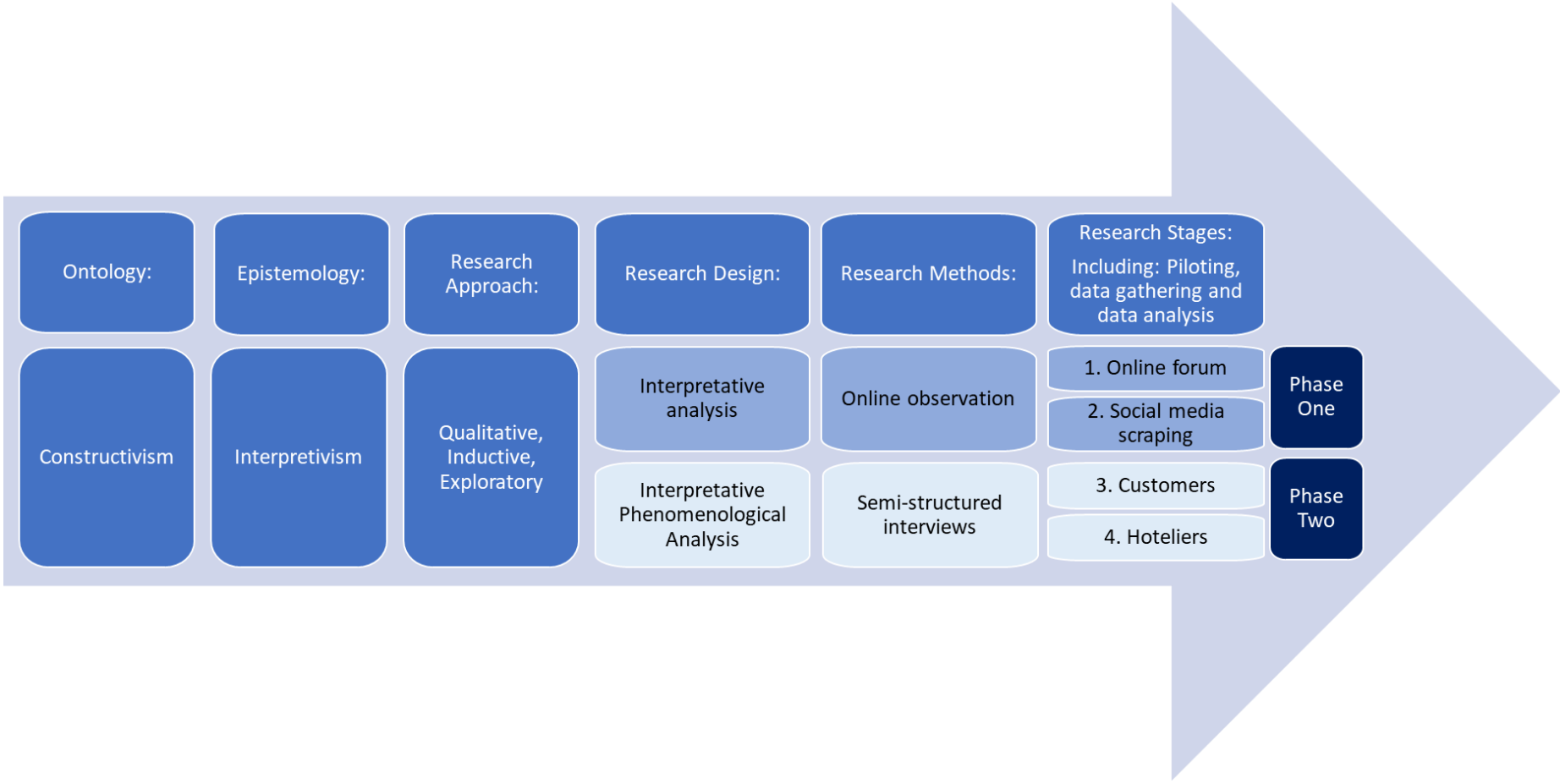

Figure 9 Research Methodology Overview

3.3 Ontology

Ontology, or one's worldview, concerns itself with articulating assumptions and beliefs regarding how one makes sense of the reality of life (Howell, 2013). Frequently in research philosophy, a clear distinction is made between two fundamentally opposing and alternate perspectives of reality; objectivism and constructivism (Denzin and Lincoln, 2003). The former follows deductive logic (Gray, 2013), prescribing a view that there is one fundamental, discoverable truth, that can be fully known (Howell, 2013). Constructivism, by contrast, asserts there are many possible, socially constructed, perpetually evolving realities perceived differently, according to individual experience and perspective (Mason, 2002). Symon and Cassell (2012) argue that debate regarding what constitutes reality, centres on whether it is believed to be a separate and independent, and therefore, objective, entity, or an outcome of one's own perception and interpretation of the phenomenon under investigation. In this discussion, parallels between the ontology of research and of the phenomenon of time emerge. Time, as reality, is often similarly debated; whether time can be fully understood as a separate being or rather, as something only existing where observed and accordingly, as central to individual perception (Rovelli, 2018).

In conducting research regarding contemporary CPT, the researcher argues for a constructivist ontological position, where reality and truth are determined both by the customer, and also the researcher. Perceptions of temporality vary by individual and as such, can only be determined by the individual (Bergadaa, 1990; Cotte et al., 2004). Therefore, what constitutes the reality of CPT are outlined and described by the customers participating in this study, rather than hypothesised and suggested by the researcher, where reality would be revealed in a confirmatory way. Similarly, perceptions of temporality and ways in which individuals make sense of the reality of time are personal to the complaining customer, arising from individual, momentary circumstances, rather than as a separate unit about which the researcher may make an absolute, fixed and permanent discovery. Although there are studies of temporality using objectivist approaches (Davidow, 2003; Durrande-Moreau and Usunier, 1999; Gregoire et al., 2009b; Kellaris and Kent, 1992) these explore hard measures of time (such as waiting times, the passage of time and speed of service) and do not reveal original perceptions of time, as sought in this study.

Adopting a constructivist ontology leads the researcher's perspective to provide the conceptual lens through which research is undertaken (O'Shaughnessy, 2013). Arguably, therefore, when pursuing a constructivist ontological position, "there is no one version of events which is the truth" (Smith et al., 2012, p55) but rather, interpretations thereof, each with equal validity. Therefore, constructivists believe truth is inherently subjective, integral to the individual, such that glimpses vary according to one's own outlook and role in perception (Roper et al., 2013). From the perspective of CCCB, "the truth", regarding what actually occurred and what constitutes a disappointing experience, is also experienced from the customer's perspective. This research is not concerned with the possible factual evidence of whether or not the complaint was justified (such as an objectivist might pursue) but in understanding why the CCB arose as a result of his or her unique experience and perspective (constructivism) at the time the disappointment occurred. In their study of CCCB using SM, Mei et al. (2019) argue for the need to, "explore the reasons why certain complaint actions were chosen and to look through the eyes of the respondents" (p67). Additionally, Sparks and Browning (2010), also in the context of CCCB, believe constructivism enables researchers to discover, "what lies behind unknown social phenomenon", (p804). Roper et al. (2013), in the context of luxury, argue for a constructivist approach to understanding customer perspectives in marketing research.

3.4 Epistemology

Where ontology is concerned with the nature of reality, epistemology evaluates the concept of knowledge and what it is possible to know and discover (Cunliffe, 2011). Determining what constitutes knowledge is a prerequisite in identifying any contribution to such knowledge (Corbin and Strauss, 2008). Again, two opposing research paradigms are often cited; positivism and interpretivism. Similar to objectivism, positivism asserts an identifiable, separate knowledge (Howell, 2013) and is prolific in CCB research (Bowen, 2001). Indeed, seminal works by customer complaint research scholars such as; Best and Andreasen (1977), Oliver (1980), Richins (1983), Singh (1988) and Tax et al., (1998), all employed a positivist approach to their research methodologies and discoveries of new knowledge.

Interpretivism, by contrast, is concerned with meaning as defined by participants of research, is fluid and transient (Cotte et al., 2004) and shares many of the same

attributes of knowledge of temporality. Knowledge of temporality is difficult to articulate (Dodd and Wajcman, 2017; Dickinson et al., 2013), is inherently subjective (Bergadaa, 1990), with awareness of aspects of reality arising from one's own interpretation (Branthwaite and Patterson, 2011). Additionally, interpretivism is often appropriate in the study of perception (Cunliffe, 2011).

This research is exploratory and concerned with developing understanding of new and emerging CCCB arising from increasingly widespread use of SM in the digital age and changing perceptions of temporality in the accelerated society. Therefore, this study attempts to understand how participants make sense of their own worldview following particular experiences and an interpretivist approach is considered most appropriate. Despite criticisms of the lack of objectivity inherent in interpretivism (Cunliffe, 2011; Smith et al., 2012), the researcher asserts that an interpretivist epistemological approach will be the most effective. Novel, rich perspectives of changing CC behaviour and evolving perceptions of temporality arising from increasing use of SM in real-time, in the event of disappointment, will be gained via an empathetic and insightful, interpretivist approach.

3.5 Axiology

The impetus for conducting this doctoral study arose from the researcher's professional background in hotel and service management, with many years' experience responding to customer complaints; initially on the frontline and later, in managerial positions. The role of the researcher is particularly relevant when adopting an interpretivist (Gray, 2013) and hermeneutic (Cunliffe, 2011) stance due to the researcher as co-contributor as integral to the data creation (Gill, 2015). Accordingly, the researcher acknowledges a predisposition towards the hotelier's perspective in listening to customer complaints. However, having also made many complaints in hotels as a customer herself, the reverse is also possible; the researcher being biased towards the dissatisfied customer describing his or her negative experience. Based on her own professional experience of disappointing, expensive, luxury experiences in hotels, the researcher is in danger of becoming too empathetic, or emotionally involved in negative situations as outlined by participants, or indeed, persuaded of their point of view, to the detriment of remaining a neutral observer. Yet, the researcher argues that rather than causing difficultly, the ability to view situations, and experience empathy, from alternative perspectives (that of

hotelier or complaining customer) should actually assist in objectivity. Cunliffe (2011) argues a range of perspectives increases richness of data obtained. Further, where possible, consciously remembering the interpretivist standpoint (that there are many perspectives of knowledge) will also be helpful in increasing impartiality.

While undertaking this research journey and discovering more about the importance of the philosophical underpinning of any such study, the researcher considered and challenged her own assumptions and beliefs regarding her perceptions of reality, truth and knowledge. Self-reflection revealed that the religious upbringing and experiences of the researcher provide further justification for a constructivist and interpretivist approach to her research. The researcher was raised as the fifth generation of her family to be a uniformed member of The Salvation Army, a protestant denomination of the Christian Church. The Christian philosophy of The Salvation Army must be acknowledged as a significant influence upon the researcher's ontological standpoint. However, the researcher also attended a Roman Catholic convent school from the age of five, participating in weekly Mass and learning about the Catholic sacraments. Differences in the approaches between Catholicism (at school) and Protestantism (at home) were evident as the first seeds of interpretivism experienced by the researcher; alternative ontological views of reality and epistemological perspectives of truth. Later, the researcher studied multiple world religions for both GCSE and A Level, including; Judaism, Hinduism, Buddhism, Sikhism and Islam.

3.6 Research Approach

3.6.1 Qualitative Research

Having determined the philosophical, ontological, epistemological and axiological position of the research, the next level of methodological understanding required is that of the research approach or strategy. Quantitative research is usually associated with positivist epistemologies, where hard facts and proposed hypotheses can be tested, whereas qualitative research is more usual in interpretivism, particularly in exploring new phenomena and attempting to discover how individuals make sense of particular phenomena (Gill, 2015). Similarly, deductive reasoning begins with an assertion which the research sets out to prove or disprove, whereas this research will use inductive reasoning, in order to discover new concepts and possible theories, as

yet unknown. With a constructivist ontology and interpretivist epistemological foundation, this study is concerned with discovering more about existing, and uncovering new, phenomena; CC behaviours emerging as a result of the evolving accelerated society and increasing use of SM. Therefore, an inductive and qualitative approach will be the more effective. Cunliffe (2011) describes qualitative research as a craft and the appropriateness of his choice of words accurately describe the construction of knowledge gained from qualitative research.

3.6.2 Digital Qualitative Research

The internet is increasingly recognised as both a credible source for research (Halfpenny and Procter, 2015; Lee et al., 2008) and a vast source of data (Eynon et al., 2008) used across many academic disciplines (Lee et al., 2008). Adopted by growing numbers of researchers, yet still described by some as in a nascent stage (Diffley and McCole, 2018), online research is emergent and requires researchers to be flexible (Toledano, 2017; Quinton and Reynolds, 2018), even described by Kozinets et al. (2018, p240) as undergoing a, “methodological evolution”. In conducting exploratory research in this thesis, use of the internet, and specifically SM, is adopted as a method of qualitative research. The primary emphasis was on gathering new, rich data and developing on a phenomenon in the context of CCCB rather than testing hypotheses, which digital methods could also be used for.

Where research is carried out via the internet, the classification of what constitutes quantitative, qualitative or mixed methods, becomes less distinct. Kozinets (2015) argues that ultimately all online content, when reduced to its most basic form comprises binary data and coding language. Therefore, all digital content, evaluated in its simplest form, could be defined as quantitative. When however, the human element of interaction is also considered, digital data has a strong qualitative, humanistic and interpretivist composition (Kozinets, 2015; Paccagnella, 1997). Arguably, the distinction between determining whether research is predominantly quantitative or qualitative falls within the extent to which it is undertaken from a positivist, deductive standpoint, concerned with testing discoverable truth or from the interpretivist and inductive perspective, concerned with exploring meaning and possibility (Cresswell 2009). Salmons (2016) supports the view that the internet is a natural fit for conducting qualitative research due to the rudimentary foundation of communication and information exchange central to both phenomena. Branthwaite

and Patterson (2011) suggest qualitative research has three distinct characteristics; a conversation, active listening and creation of rapport and that conducting research using SM need not prevent these criteria being met. Other authors agree data gathered via the internet is recognised as a valid tool for qualitative data collection (Bacile et al., 2018; Chen and Gao, 2019; Crawford et al., 2019; Fisk et al., 2010). The internet enables qualitative researchers to use much larger volumes of data than has traditionally been the case (Blank, 2008).

Salmons (2016), further suggests research using computers in research can be involved in one or more ways; as a medium or method for data collection (where data is collected via online two-way communication), as a setting (where data collection via computers provides the place for data collection) or as the actual phenomena being investigated (such as research into the ways computers are used differently as the subject of investigation). This research will comprise elements of all three areas; the medium (email communication or interviews conducted via Skype), the setting (online forum via Twitter and secondary data collection via SM platforms) and the phenomenon (the ways in which customers are using the internet (i.e. SM platforms) to complain in real-time).

In addition to SM being explored as the context within which changing CCCB takes place, it will also comprise a method for research. For many researchers, the prospect of using digital methods is both new and exciting and the volume of data produced online is growing exponentially, providing a rich source of data (Halfpenny and Procter, 2015). Often described as being transformative, Halfpenny and Procter (2015) argue the potential of online research has barely been touched. However, online research methods have successfully been adopted in the contexts relevant to the present study to varying degrees. Examples include Kaun and Stiernstedt (2014) in the context of temporality, CCB (Abney et al., 2017) and luxury research (Dion and Borraz, 2017).

3.6.2.1 Extant and Elicited Online Data

When conducting qualitative research online Salmons (2016) suggests a typology of online methods (see Table seven overleaf): extant (using existing materials without researcher's intervention e.g. online posts), elicited (data created in response to researcher's questions e.g. interviews, online forums) and enacted (both researcher

and respondent create data together e.g. simulations or role-plays). Immediately, advantages and disadvantages of each approach are apparent. Where the researcher intervenes, and asks questions (elicitation) there is opportunity to direct respondents in a particular way or to probe more deeply into specific areas of interest. Conversely, researcher bias will be increased due to this intervention (Salmons, 2016).

Table 7 Typology of online research methods (Salmons, 2016)

Typology of online methods	**Examples of data collection methods:**	**Researcher and participant interaction?**	**Adopted in this study?**
Extant: Gathering of existing content without researcher's influence	Posts, discussions on websites, blogs, social networking sites including written or graphics, visual media.	No direct contact between researcher and individual participants	**Yes:** **SM scraping (Twitter, Facebook, Instagram, TripAdvisor)**
Elicited: Data gathered in response to researcher's questions	Online forums	Interaction between researcher and one or more participants	**Yes:** **Online Forum (Twitter)**
Enacted: Data generated with participants during the study	Role-plays, simulations, games	Interaction and collaboration between researcher and one or more participants	**No**

3.7 Research Design

3.7.1 Online observation

In the evolution of academic research, online observation is increasingly adopted as a research method (Lima et al., 2019). The internet enables researchers to observe behaviour online (Kozinets, 2002) and/or to interact with users, thereby increasing depth and richness of data (Salmons, 2016). Online observation, as an emergent research method, has a number of benefits for researchers; it provides easy access to publicly available online content (Quinton and Reynolds, 2018), it is unobtrusive (Kozinets, 2002; Lima et al., 2019), it need not involve further participation, involvement or consent (Xun and Reynolds, 2010), potentially hundreds of participants can be involved and approached (Diffley and McCole, 2018), there is increased potential for international reach (Nemec et al., 2018) and data collection can be relatively quick (Nancarrow et al., 2001) and therefore more efficient (Nemec et al., 2018). Data collected via online observation has the potential to yield large volumes of data (Xun and Reynolds, 2010) in a short period of time (Langer and Beckmann, 2005) and is also therefore, economically viable (Xun and Reynolds, 2010). Most importantly for this study, research conducted using online observation can produce rich, "thick description of the lived experience of consumers" (Elliott and Jankel-Elliott, 2003, p215).

As with all research methods however, there are disadvantages of online observation (Salmons, 2016). Branthwaite and Patterson (2011, p430), remark that SM monitoring is a, "poor substitute", for in-depth qualitative research. Online observation involves assumptions being made due to the high level of interpretation required when conducting research (Cunliffe, 2011). The vastness of the internet comprising a global audience from diverse cultural backgrounds with associated norms and values (Browaeys and Price, 2013), compounds this difficulty and without the visual clues of conducting research in person, the volume of possible assumptions may be particularly heightened. Eynon et al. (2008) argue the internet is many things to many people and therefore the context, or interpretation of the standpoint of the participant is vital. Additionally, the ease with which participants can take part in research via the internet (Nemec et al., 2018) creates issues of trust and subsequently potential difficulty researchers may have in determining the authenticity and identity of participants (Xun and Reynolds, 2010). Lugosi and Quinton (2018) also acknowledge

that the fluidity of data provided on the internet evolves such that data gathered at one point in time may not remain at subsequent periods of data collection. The extent to which publicly available data gathered via the internet is obtained without consent being ethical is also contested (Kozinets, 2018; Lugosi and Quinton, 2018; Toledano, 2017).

3.7.2 Interpretative Phenomenological Analysis

Interpretative Phenomenological Analysis (IPA) can be described as a philosophy, epistemology, a sociological paradigm and a research method (Eberle, 2014; Gill, 2015; Van Scoy and Evenstad, 2015). The researcher includes discussion of IPA at this point of discussion of methodology as a natural development in the process of providing justification for the design of the philosophical underpinning of research undertaken. Traditionally, IPA is most often associated with the study of significant life-changing events of particular significance for research participants (Smith et al., 2012). Inherent in this description is a subjectivity in determining at what point an experience moves from being part of everyday existence to becoming a noteworthy event of significance or importance. Smith et al. (2012) argue when the flow of life is interrupted, usually where awareness is suddenly increased, events become particularly important and memorable for individuals. Often, such experiences are particularly challenging due to their unexpected or unforeseen nature, perhaps heightened by increased anticipation or feelings of severe disappointment.

Although complaining customers may debate the extent to which their disappointments constitute serious events and are not usually considered important enough to be considered life-changing, they contain many of the same characteristics of experiences deemed suitable for IPA. Disappointments and complaints are often emotional experiences for customers (Chebat et al., 2005b; Mattila and Wirtz, 2004) and emotion is an integral component of IPA (Gill, 2015). Purchase of an exceptional luxury experience, where, “anticipation…. takes on a host of additional meanings” (Smith et al., 2012, p2) may be particularly distressing where expectations are very high. Smith et al. (2012) describe a hierarchy of experiences where subconscious activities take on particular significance for a variety of reasons. In the context of this research an appropriate example might be the planning of an expensive, exceptional luxury experience in a London hotel with family members for a special occasion. Sussman and Alter, (2014) believe, the most expensive purchases are also the most

exceptional. Literature confirms that the inseparability and perishability of services (Lovelock and Wirtz, 2011) can result in particular distress where a negative experience is locked in a moment of time lost (such as a milestone birthday or anniversary celebration) and even with appropriate service recovery, the exact temporal moment can never be repeated (Zeithaml et al., 2009). Disappointments experienced by complaining customers can concur with qualities required for IPA.

Additionally, characteristics of the accelerated society (Wajcman, 2014) create a particular type of "everyday lived experiences", via the constant connectivity of mobile phone technology available to many (Katz and Aakhus, 2003). The disparity between the fast, busy every day of many contemporary customers, contrasts sharply with disappointing events experienced in luxury hotels on occasions where anticipation is particularly high and therefore become even more significant as they interrupt the flow of an often extremely busy life. Crucially, and as outlined above, one of the most fundamental components of phenomenology is the ability to become consciously aware of particular moments (Eberle, 2014). Arguably, being able to recollect and reflect on disappointing luxury experiences and negative emotions may not cause too many challenges for participants in terms of being able to remember how they felt and being able to explain their experiences, particularly when breaking the flow of a busy life and especially where the event had particular significance for him or her. However, being able to identify and discuss temporality and its possible impact on both the experiences and behaviour of participants, may be much more challenging.

Phenomenology is limited by the extent to which it relies on interpretation, is subjective (Brocki and Wearden, 2006; Van Scoy and Evenstad, 2015) and has small numbers of participants (Gill, 2015). Referred to as a double hermeneutic, IPA combines the participant's interpretation of his/her own experience, interpreted further via the lens of the researcher (Gill, 2015). Resultantly, conducting phenomenology requires sensitivity and skill (Eberle, 2014) and is inherently shaped by bias of both parties (Chapman and Smith, 2002; Turner et al., 2002). It may be particularly important to be sensitive as respondents may possibly experience feelings of distress and discomfort if their recollections of negative experiences are particularly severe; a risk often associated with IPA (Smith et al., 2012).

Despite the aforementioned concerns, the circumstances in which IPA would be most effective, align with many of the characteristics of research undertaken in this study.

In the course of conversation during interviews the researcher used empathy in order to understand as deeply as possible the lived experience being described by the participant (Dalvi and Mekoth, 2017). One of the challenges of conducting research regarding contemporary CPT is the difficulty participants have in understanding temporality themselves, before even trying to articulate it to others. Resultantly, the immersive nature of IPA enables the researcher to delve more deeply into the conversation of interview than via other research methods. IPA is appropriate when exploring perception (Chapman and Smith, 2002; Dalvi and Mekoth, 2017) and allows the participant to have a significant role in guiding discussion, determining the momentous issues, rather than the interviewer (Dalvi and Mekoth, 2017). Richness of data is obtained (Gill, 2015) via the participants' sense-making (Chapman and Smith, 2002) and articulation of experiences, for whom the salient points of the topic are revealed (Van Scoy and Evenstad, 2015).

3.8 Research Methods

Figure ten, overleaf, provides an overview of the four-stage process of data collection adopted for this study, conducted in two phases. Purdam and Elliot (2015) argue the collection of data via multiple methods is particularly beneficial when conducting exploratory research via SM. Phase one comprised stages one (participation in an online luxury forum on Twitter) and two (SM scraping). The primary purpose of phase one was to explore whether customers were indeed using SM to complain in the context of luxury London hotels, as well as any customer perceptions of time revealed in these and was confirmatory in this respect. Following preliminary data analysis and reflection upon the findings of phase one, phase two was undertaken, comprising stages three (semi-structured interviews with customers who have complained using SM in real-time following disappointing experiences in luxury London hotels) and four (semi-structured interviews with senior hotel representatives of luxury London hotels). Detailed explanation, justification and discussion of each stage of data collection follows.

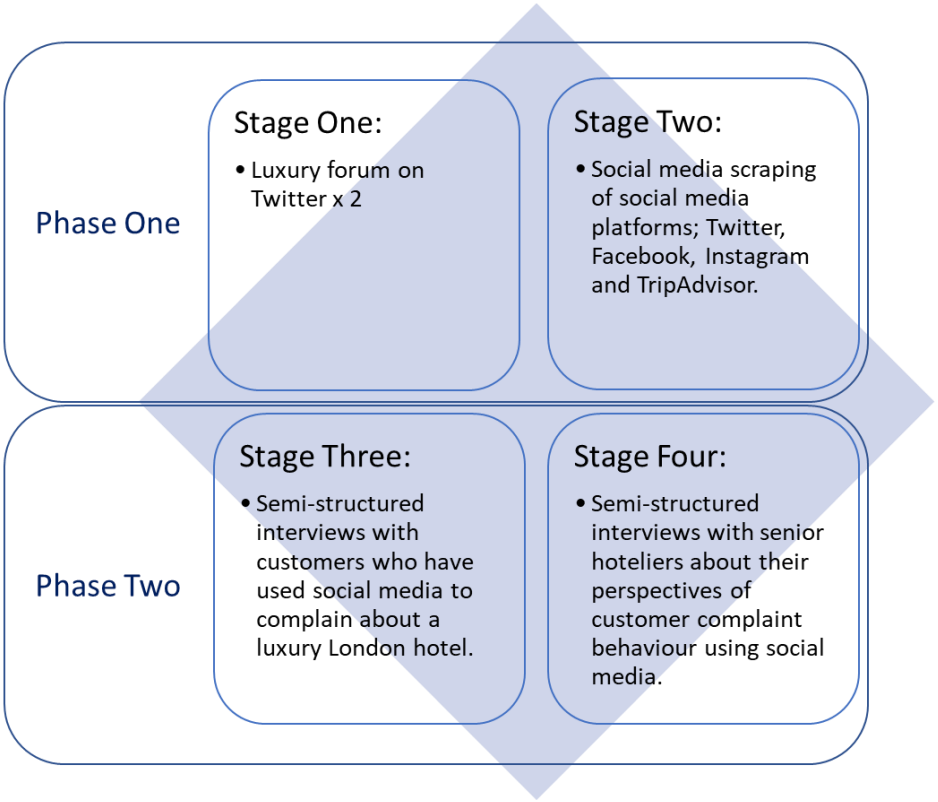

Figure 10 Overview of data collection undertaken

3.8.1 Timeline of data collection for all four stages

The timeline of the four stages of data collection is shown in Figure 11 overleaf. The online forum (OF) took place on two occasions (June 2017 and September 2017). Stage two (SM scraping) also began in June 2017 and continued at consistent, regular intervals, throughout data collection in order to maximise the volume of existing complaints gathered from SM platforms. Semi-structured interviews with customers (stage three) began in August 2017 following participation in the OF, which assisted in the recruitment of three participants for pilot interviews and an additional three interviews. Stage four commenced June 2018 in order to allow time to begin interpretation of data gathered in the previous three stages. Phases one and two overlapped and all data collection was completed by the end of September 2018.

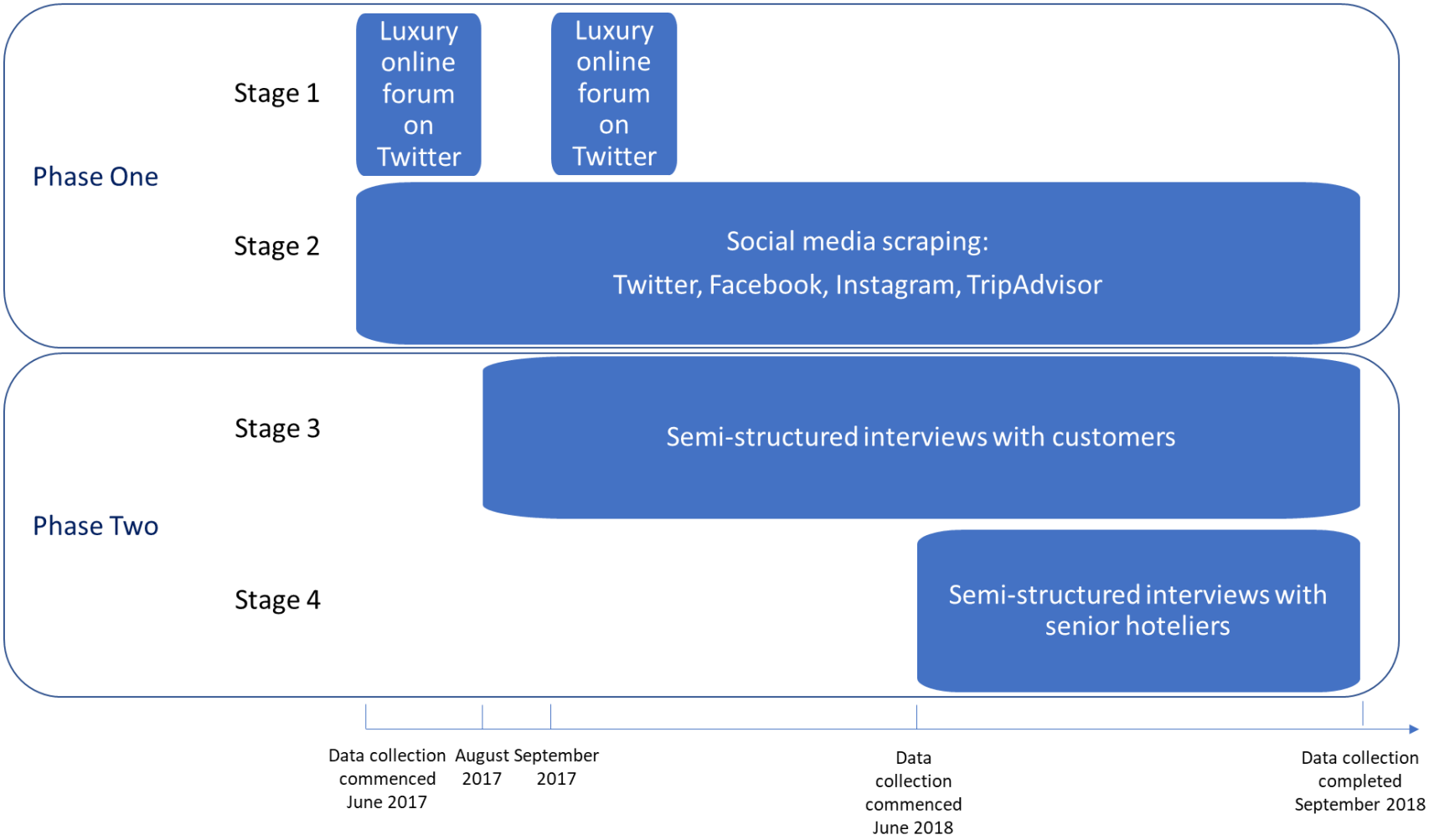

Figure 11 Timeline of data collection

3.8.2 Data Collection Stage One: Online Forum

> *"A forum (also known as a bulletin board or threaded discussion) is a public or private suite where posts and responses are organised in sequential order. Researchers can post and respond to questions and answers in a forum in an online community or on a site restricted to participants. Researchers can observe activities or collect extant data from current discussions or archives"*
>
> (Salmons, 2016, p43).

3.8.2.1 Advantages and limitations of online forums used as a research method

During stage one of data collection the researcher took part in an established luxury OF on SM platform Twitter, which is public via the internet, with no membership, moderation or application process involved, on two separate occasions. There are advantages and disadvantages of collecting data using the OF as a research method. A particular advantage for the researcher is the capacity to attract a wider number of participants via the internet, than would otherwise be the case (Crawford et al., 2019), and potentially, on a global scale (Toledano, 2017). Further, given that the forum is established, the researcher need not be involved in the recruitment of participants, as users of the forum already participate regularly (Crawford et al., 2019). Data collection via an OF is also a cost-effective, timely and convenient method for gathering data (Crawford et al., 2019). Little technical experience or specialist equipment is required for either the researcher or OF participants (Hutchinson, 2014) who are able to participate with relative ease depending upon their own internet and smartphone capability and access. Participants are also able to increase their feelings of well-being via social interaction with fellow participants (Hutchinson, 2014; Lima et al., 2019) and further benefits may ensue for the forum owner/host due to the increased possibility of raised publicity and innovation in taking part in doctoral research. OFs provide insights regarding virtual customer communities (Nemec et al., 2018) and spontaneous responses (Nemec et al., 2018). Another significant advantage of the OF is that it aids in the recruitment of participants for interview (McDaid, 2019), as was the case for the present study.

Disadvantages of using OFs for data gathering predominantly concern the difficulties of determining the identity and authenticity of participants (Hutchinson, 2014) and of protecting the anonymity of participants who are not aware of their participation in research due to the public availability of data online (Quinton and Reynolds, 2018). Those that respond to questions posed in the forum may also be a particular profile, rather than representative of the sample sought (Seale et al., 2010), in this case the luxury market. The openness of the forum led users to participate without the knowledge that they were taking part in research (Hutchinson, 2014) and without knowing the extent to which their responses are public or private (Xun and Reynolds, 2010). Twitter itself, as the SM platform on which the OF took place, has its own disadvantages for use in research (see page 89) such as imposing a character limit for tweets, thereby restricting the length and possible depth of answers provided by participants (Xun and Reynolds, 2010). Following evaluation of the merits and drawbacks of using an OF for data gathering, the researcher concluded this method would be a beneficial contribution to preliminary scoping of the feasibility of the research. Further depth and richness of data was sought during stages three and four of data collection using semi-structured interviews.

A range of authors offer advice for the novice researcher in participating in OFs. Colliander and Wien (2013) used OFs and outline in detail the process undertaken to select suitable forums to participate in for their research in the context of customers' defence of companies criticised in online communities. Here, the researcher did not undertake any such selection process in determining an OF suitable for research due to access constraints and being already known to the forum owner/host. Hutchinson (2014), argues for spending time observing OFs prior to the actual occasion of data collection in order to experience the norms and culture of the forum. Orgad (2009) describes such observation prior to data collection as, "lurking"; when the researcher remains hidden, anonymous and non-participative. The researcher instinctively followed the aforementioned advice of these scholars and observed the OF on two occasions prior to the first in which she publicly took part as a PhD researcher. Rowe and Alani (2014) introduce the concept of "seed posts", as the first in a discussion thread that is replied to by others, creating online discussion threads, which arguably describes the questions posed by the researcher, as the impetus for discussion during the OF. Kozinets (2015) offers the most detailed instruction regarding OFs and as such, the researcher considered his recommendations and the extent to which the present study met his criteria. Kozinets (2015) suggests there are important elements

to consider in the selection of an online community or forum to be used for research, summarised in Table eight, below, adapted from Colliander and Wien (2013). The researcher has analysed the extent to which these criteria have been met in this research, with a view to improving research quality.

Table 8 Recommendations for conducting research via an online forum (Colliander and Wien, 2013: Kozinets, 2015)

Recommended Characteristic of Online Forum or Community to Increase Research Quality (Kozinets, 2015)	**Forum should:**	**Extent to which forum used for the present study meets Kozinets' (2015) criteria:**
Relevant	Relate to the research question	**Explicitly named as a luxury forum.**
Active	Have recent and regular conversation	**Forum owner confirms regular users.**
Interactive	Facilitate communication between participants	**Frequent conversations and threads resulting from questions asked during the forum.**
Substantial	Have a large number of participants and an energetic feel	**24 participants in first forum and 26 in second.** **Regular participants expressed enthusiasm for participating in the forum (see Figure 12 overleaf).**
Heterogenous	Have a number of different participants	**Only nine people (of a total of 41 participants across both forums) participated in both forums.**
Data-rich	Offer detailed data	**Data obtained of value to researcher in answering research questions.**

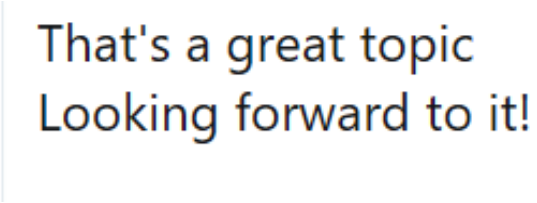

Figure 12 Example of an online forum participant's tweet demonstrating enthusiasm for participating in the research topic

3.8.2.2 Sample Selection and Recruitment – Online Forum

There were 24 participants in the first OF and 26 participants in the second OF. Nine people participated in both of the OFs because they are regular participants of the forum. Participants had access to Twitter and responded to questions asked during the half-an-hour-length of the forum on the two occasions the research took place. In lieu of informed consent a statement explaining the research project was posted simultaneously at the commencement and termination of both forums via three Twitter accounts; the researcher's, the forum's and the forum host's. The simultaneous coordination of pre-timed statements regarding the research via these three Twitter accounts enabled the maximisation of the likelihood of participants receiving this warning prior to participation.

3.8.2.3 Data Collection Process – Online Forum

The first forum was particularly important in answering research objective three (see page 6) and determining the feasibility of the study. Prior to the first forum, the researcher could not be sure to what extent customers are using SM to complain in real-time following disappointing experiences in luxury hotels and could articulate this process and their experiences. The responses gained during the first, and second forums were useful in ascertaining whether or not customers use SM to complain in the context of luxury. Further, the OF facilitated the recruitment of three participants for pilot interviews and three further participants for subsequent interviews (during stage three of data collection). The justification for questions asked in both forums is provided in Tables nine (page 81) and ten (page 82).

There were two limitations to the questions asked at the OFs. Firstly, in recognition of her willingness to take part in the study, the OF owner was given final approval for the questions posed, although no alterations to the researcher's suggestions were

requested. Secondly, (until November 2017) the SM platform Twitter limited the length of questions to 140 characters, thereby forcing the questions to be succinct, with little room for explanation, which could have reduced participants' understanding of the questions. However, responses provided confirmed the questions could be understood and yielded the intended answers. The initial purpose of the OF was primarily to confirm that customers of luxury hotels do indeed use SM to complain and having confirmed this in the first forum, the second forum therefore had a greater emphasis on CPT. The process of data collection during each of the two OFs is shown in Figure 13 below.

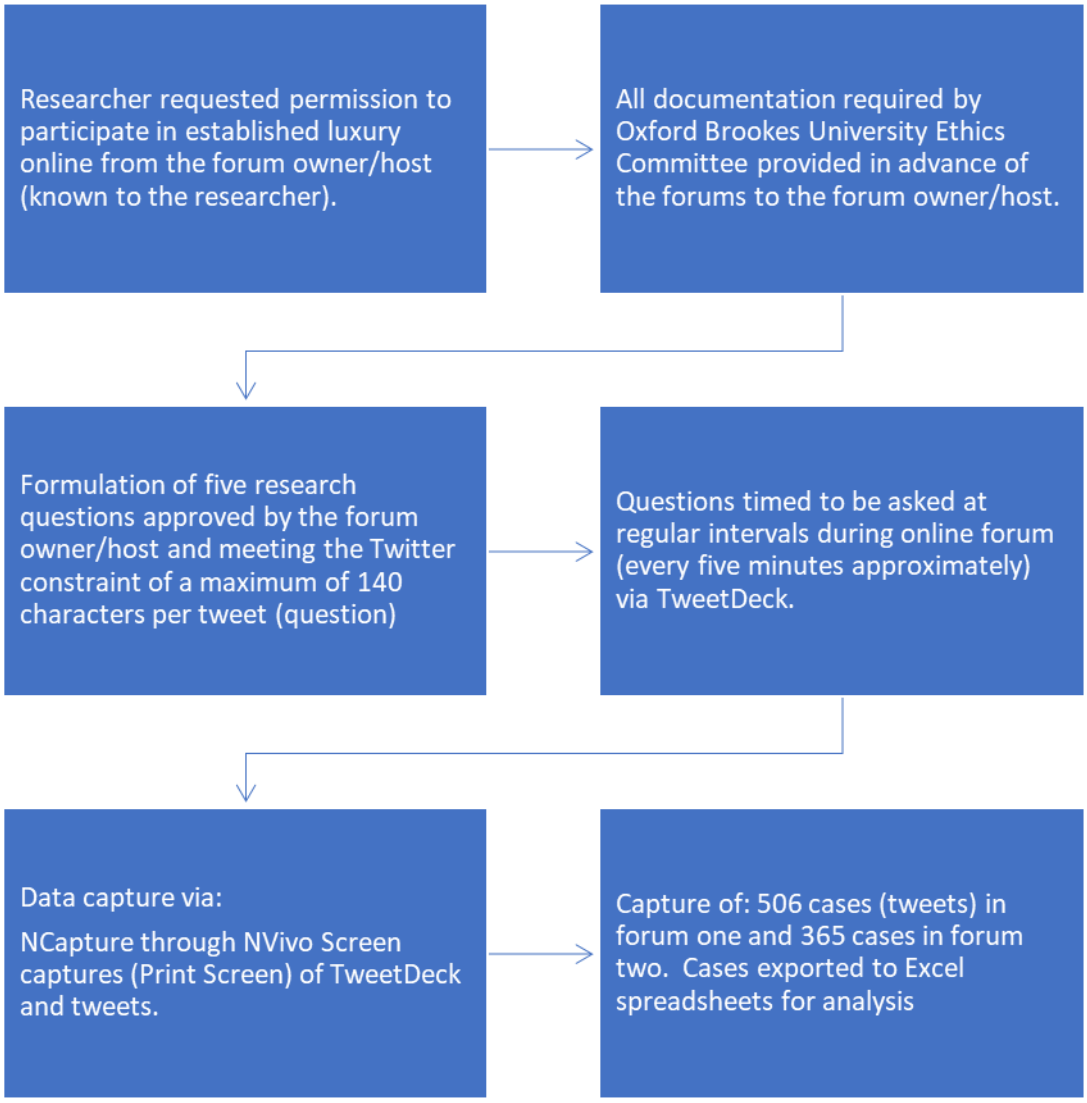

Figure 13 Process of data collection for the two online forums

Table 9 Justification of questions asked at first online forum

Questions at first forum	Purpose of question	Academic justification	Link to conceptual framework
Do you ever complain on SM about a luxury hotel experience? If so, why SM?	Scoping of the study in order to confirm that customers of luxury hotels do use SM to complain.	Abney et al. (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. Experiential luxury consumption (EELC)
When you complain on SM, which platforms do you use?	To assist in data collection for stage three (SM scraping) and to confirm which platforms are preferred by customers of luxury hotels.	Abney et al. (2017) Kaun and Stiernstedt (2014) Sugathan et al. (2018) Whiting et al. (2019)	SM to complain.
What do you complain about regarding luxury experiences?	To understand the subject of customer complaints using SM in the context of luxury consumption.	Bodey and Grace (2007) Carter and Gilovich (2015) Chebat et al. (2005a and b) De Matos et al. (2012) Susskind (2015)	SM to complain. EELC.
Are your complaints in real-time (during the experience) or later? Why?	To introduce a temporal aspect to the forum and to further understand why customers of luxury use SM.	Abney et al. (2017) Dodd and Wajcman (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. Temporality. EELC.
What do you expect from a luxury hotel in response to a complaint on SM?	To understand customer motivation to complain using SM.	Abney et al. (2017) Dodd and Wajcman (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. EELC.

Table 10 Justification for questions asked at second forum

Questions at second forum	Purpose of question	Academic justification	Link to conceptual framework
What is the quickest and most effective way to complain in a luxury hotel?	To explore whether speed and CPT are considered by customers using SM to complain following EELC.	Abney et al. (2017) Dodd and Wajcman (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. Temporality. EELC
Why would you use SM to complain about a disappointment in a luxury hotel?	To explore customer motivation to use SM to complain following EELC.	Abney et al. (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. EELC.
Would you ever use SM to complain during a meal or while staying at a luxury hotel? Why?	To explore CPT during consumption when wanting to complain following EELC.	Abney et al. (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. Temporality. EELC.
Is it important to you to complain quickly after experiencing a disappointment in a luxury hotel? Why?	To explore CPT following consumption when wanting to complain following EELC.	Abney et al. (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. Temporality. EELC.
When should a hotel respond to your complaint on SM? Why?	To explore customer expectations and perceptions of temporality in assessing luxury hotel responses to their complaints made on SM.	Abney et al. (2017) Gunarathne et al. (2017) Ma et al. (2015) Carter and Gilovich (2015)	SM to complain. Temporality. EELC.

3.8.2.4 Data Analysis – Online Forum

It is often assumed that any kind of data collection and analysis involving the use of computer aided technology will be mechanistic and rigid. However, online observation can be highly humanistic, reflexive and interpretivist (Prior and Miller, 2012; Diffley and McCole, 2018; Lugosi and Quinton, 2018). Data collected in stage one, via the OF, was gathered using a combination of computer, automatic tools (NVivo) and the manual gathering of data (tweets, comments etc). Baym (2009) argues that it is not possible to create a formula for either data gathering or analysis of qualitative findings but Kozinets (2015) prescribes a seven-stage process for the analysis of data gathered online (Bacile et al., 2018). Using the word, "interpenetrating", Kozinets (2015) believes the researcher needs to simultaneously interpret and penetrate the data in order to become fully immersed in what is being researched. Indeed, Kozinets (2015) is emphatic in his view that it is the human interpretation which is so critical in online observation. Resultantly, material gathered via online observation in the OF was handled sensitively and de-identified prior to analysis (Hutchinson, 2014). Continuous, iterative and repeated reading, analysis and evaluation of data is required for effective online observation (Kozinets, 2018).

Following the collation of all answers provided to each of the five questions asked at each of the OFs, the researcher read and re-read iteratively in order to determine common themes in responses as recommended in traditional qualitative techniques (Corbin and Strauss, 2008). Where possible, thematic analysis for responses to each question was carried out. For example, the first question asked at the first OF was;

"Do you ever complain on SM about a luxury hotel experience? If so, why use SM?"

In answers to question one, forum one, the following themes were identified as different reasons why customers used SM to complain about a luxury hotel experience: feeling ignored, other complaint methods of complaining have not worked, not having any other option, if it was sufficiently problematic, speed of response, habitual use (i.e. without thinking), to like using this method, reaching the appropriate person, more effective than face to face, more accessible complaint method, increased likelihood of response. The researcher consciously strove to remain as close to the words given by the participants as possible in the formation of

themes and categories as recommended by Smith et al. (2012). Responses were tabulated (see Table 11 below).

Table 11 Sample tabulation of thematic analysis of participant responses to a question asked during an online forum

Themes from question one	**Sample quotes**
Feeling ignored	I've prompted an airline (guess who) into action when they were happily ignoring my emails Yes, if I feel that addressing the issue face to face cannot help in any way or it is being ignored yes, as I feel it's the only voice that some brands listen to.
Feeling forced	it forces me to…
If it was sufficiently problematic	only if the experience or problem did really affect me an egregious in-my-face issue

However, due to the character limit imposed by Twitter, thematic analysis was not always possible or helpful to the researcher. Rather than eliciting richness and depth of data, such as revealed in semi-structured interviews in stages three and four, the overall purpose of the OF was validation of the research area. As a method to contribute to the answering of the overall research question regarding CPT, limited theoretical value was yielded from this first stage of data gathering.

3.8.2.5 Researcher reflection on the online forum

Participation in the OFs was valuable in validating the scope for research and the use of SM by customers as a method to complain in the context of luxury. The quality of responses varied, including some irrelevant tweets, such as participants' discussion of their holidays or the weather and the extent to which participants could be selected or simply stumbled across the forum on Twitter. Further, a representative from an international hotel group with a luxury London hotel property joined the first forum which may have influenced some responses given by the customers who participated but did provide the benefit of confirming the relevance of the study to luxury hotel managers. Another weakness of conducting research on Twitter is the inability of the

researcher to probe further into answers given, although this was possible at the semi-structured interview stage, for those that took part.

3.8.3 Data Collection Stage Two: Social media scraping

3.8.3.1 Advantages and limitations of social media scraping

The internet enables dissatisfied customers to complain using SM (Gregoire et al., 2015; Sparks and Browning, 2010). Stage two comprised secondary data gathering of existing complaints about luxury London hotels on SM, available online, over a fifteen-month period. The collection of data from SM platforms is referred to as SM scraping (Branthwaite and Paterson, 2011; Lima et al., 2019; Van Meter et al., 2015) and the researcher adopted this method. Examples of complaints gathered provide evidence that customers of luxury London hotels are using SM to complain and facilitate exploration of these. SM scraping can be passive, automised and quantitative in approach (Branthwaite and Paterson, 2011), where the central criticism therein is that data gathered is reliant on API and platform algorithms (Marres and Weltevrede, 2013). However, for the purposes of this study, SM scraping was undertaken manually by the researcher.

A significant challenge of using SM for qualitative research is in the deidentification of publicly available content, such that the participant, who is likely to be unaware of their participation in research, cannot be identified via search engines using exact quotes (Quinton and Reynolds, 2018). Slightly changing the wording of SM posts and the removal of hashtags reduces the risk of discoverability to participants but introduces a potential conflict in maintaining integrity to the meaning of the content gathered via the scraping (Quinton and Reynolds, 2018). For the present study, in order to minimise both searchability and traceability to the original creator, the researcher has replaced one or two words in all complaints gathered via SM scraping, including those presented alongside photographs.

A further criticism of SM scraping is the difficulty in determining whether SM posts are genuine or posted by automated bots (Lugosi and Quinton, 2018). Lolacono et al. (2016) argue cross-referencing of participant identities across other SM platforms although it is questionable what confirmation of SM users' authenticity this can provide. Cues identified by the researcher in the SM posts collected, such as detailed

description of disappointments experienced by customers, the inclusion of official handles, responses from luxury hotels and photographs, provided reassurance to the researcher of genuineness of posts (although not necessarily of legitimacy of complaint content, which was outside the scope of this research). Marres and Weltevrede (2013) argue another disadvantage of SM scraping might be the volume of unordered and dirty data but again, this is more likely in automated data collection.

The benefit to the researcher of gathering data via SM scraping was in the cultivation of extensive evidence, from a range of SM platforms, that customers do indeed use SM to complain following disappointing experiences in luxury London hotels. Additionally, Marres (2012) argue the volume of data available to researchers via SM scraping is expanding due to increasing numbers of participants, or customers, accessing such platforms via mobile technology. From a temporal perspective, mobile technology as a means for customers to complain provides further insight of CCCB and was advantageous for this study for this reason.

3.8.3.2 Extant research using social media platforms

Both stages of data collection in phase one involved the use of SM platforms. Subsequently, prior to cultivation of data, the researcher carried out literature searches with the specific aim of ascertaining previously adopted methodologies used in the contexts of temporality, CCB, SM and luxury. Very few peer-reviewed research papers were found mentioning both the explicit terms, “temporality” and “SM”, and of these, there was limited capacity to apply learning within a marketing research context (examples of research topics included anthropology and Indian politics, which were deemed by the researcher as too far outside the scope of this research). The sparsity of papers discovered demonstrates the need for further research into the specific phenomenon of temporality using new and emerging (i.e. digital) research methods, such as using both SM and/or the internet. Halfpenny and Procter (2015) believe research using SM as a research method is increasing, suggesting it is gaining recognition as a valid and reliable source for research.

Figure 14, overleaf, presents the volume of peer-reviewed papers using search terms, “social media”, “Twitter”, “Facebook”, “TripAdvisor”, and, “Instagram” anywhere in the article, via EBSCO database; at November 2017 and October 2019. Although it is not possible to determine from this data definitions of the search terms for direct

comparison or whether the search terms were used as the context for research or as a research method, the graphs demonstrate an overall increase in literature containing these terms in the last two years. Research using all of these five terms has increased over the past two years during which the present study has been undertaken. It is notable that the volume of research papers mentioning both TripAdvisor and Instagram are far fewer than those using Twitter and Facebook. Quinton and Reynolds (2018) argue the lack of use of particular SM platforms in research is sometimes due to the interpretation of terms and conditions of particular platforms and a fear of litigation. Similarly, determining ownership of publicly available data cultivated from SM platforms is also debated by researchers using SM platforms (Crawford et al, 2019).

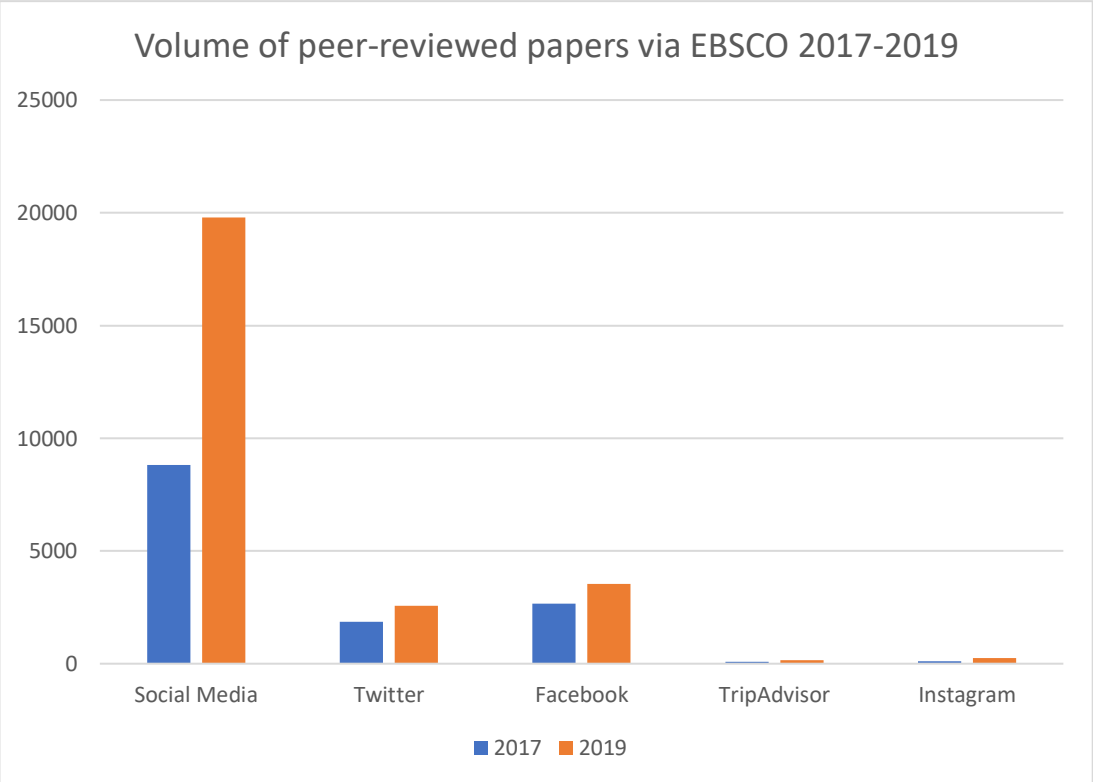

Figure 14 Volume of peer-reviewed papers via EBSCO November 2017 and October 2019

3.8.3.3 Advantages and limitations of social media platforms

There are numerous SM platforms in existence (Fuchs, 2017). Each platform has its own unique characteristics, social norms (Balaji et al., 2015) and types of data that can be elicited (Salmons,2016), and therefore, specific suitability for particular research projects (Kozinets et al., 2018). Detailed discussion of each platform, and

justification of its adoption as a method for research in this study, is presented subsequently in outlining each stage of research. Data has been collected via four SM platforms for this research. Twitter was used during stage one for the OF and additionally for stage two along with Facebook, Instagram and TripAdvisor for the SM scraping of existing complaints about luxury London hotels. For the present study there were three central criteria in the selection of SM platforms, determined by the researcher. Firstly, a sufficient volume of complaints was required for analysis (Fornell and Westbrook, 1984; Harris and Russell-Bennett, 2015) and for confirmation that customers of luxury are using SM as a method to complain about luxury London hotels. Secondly, accessibility of complaints via the platform was necessary (Abney et al., 2018; Mei et al., 2019; Gunarathne et al., 2017) and thirdly, scraping from SM platforms with increased temporal insight of CCB.

Of the four SM platforms used in the present study, Twitter provided the greatest temporal insight of CCB. Twitter (2017) uses the phrase, “right now”, in its own definition of the platform and is most often associated with posts made in, “real-time” (Abney et al., 2017; Aguilar-Rojas et al., 2015; Balaji et al., 2015). Facebook also provides some contribution to the temporality of CCB (Gunarathne et al., 2017; Istanbulluoglu et al., 2017), although over a longer temporal window. Instagram much less so, but this platform was used because complaints made to luxury London hotels were discovered via the systematic scraping process of the present study. TripAdvisor also has a minimal contribution to understanding customer perceptions of temporality in CCCB but was also used because it is widely valued by hotel management (Alrawadieh and Dincer, 2019; Min et al., 2015; Park and Allen, 2013).

It is acknowledged that each of the adopted platforms has limitations and that other platforms, not selected, may also have been suitable. YouTube or Snapchat for example, could also have been used. The SM platforms not used for this study were rejected because their disadvantages outweighed their advantages. For example, difficulties in the discoverability of complaints within the specific context of luxury London hotels as well as the time constraints of the analysis of video material resulted in the use of rejected SM platforms omitted from this research.

3.8.3.4 Advantages and limitations of Twitter as a method for research

> *Microblogging SM platform, used by individuals to send messages "tweets" to "followers" about, "what's happening in the world and what people are talking about right now"*
>
> (Twitter, 2017)

Twitter is a microblogging site (Abney et al., 2017), which may limit contextual information, depth and richness of data (Andersen and Haustein, 2015). During the process of conducting this research the character limit was doubled to 280 (Watson, 2017). Twitter is particularly suited to research into the temporal study of CCB (Fan and Niu, 2016; McGeeney, 2015) because it allows users to create microblogs, or tweets, using mobile smart technology, in real-time. Other advantages of Twitter when used for research in the context of CB are that; brands are cited more often on this SM platform than others (Barger et al., 2016) and its adoption is considered to be ubiquitous (He et al., 2016).

Although criticised for having social desirability bias (Elliot and Purdam, 2015), Twitter is increasingly used as a valid and credible method for research and makes a wide range of possible participants accessible (Murphy, 2015). One of the characteristics of Twitter is the use of hashtags as tools enabling users to quickly search for, and react to, live events. A hashtag is argued by Ye et al., (2018) as something providing richness and defined as,

> *"non-spaced words, abbreviations, or phrases following the #sign…attractive or popular hashtags in a post lead to a larger number of followers… information spreads faster and wider in tweets with hashtags compared to those without".*
>
> (Ye et al., 2018, p5)

3.8.3.5 Advantages and limitations of Facebook as a research method

> *SM platform based on the bringing together of approved "friends" via, "The Facebook page".*
>
> (Facebook, 2017)

Hampton et al. (2017) believe Facebook to be one of the most popular SM platforms and that its adoption by users is prolific (He et al., 2016). Importantly for the present study, Song and Hollenbeck (2015) believe Facebook to be of particular use in the cultivation of complaints for research, containing rich data (Golder and Macy, 2014). However, Mei et al. (2019) identify that complaints posted on Facebook are often as a result of double deviation; where customers have made a complaint as a result of dissatisfaction with a previous complaint outcome (Gregoire et al., 2015). Similarly, Pozza (2014) argue Facebook is adopted by customers who have previously attempted to complain via an alternative method and not achieved their desired outcome. Facebook enables researchers to easily reach particular groups of participants, who when approached mostly respond positively (Crawford et al., 2019). In the context of marketing research, many users of Facebook have shared product-related experiences via this SM platform (Balaji et al., 2015), sometimes using official company Facebook pages (Bacile et al., 2018).

Many of the disadvantages of specific SM platforms are common to all platforms. For example, Mei et al. (2019) highlight the difference in cultures and social norms between users located across the globe, although such concerns are beyond the scope of the present study. Additionally, Crawford et al. (2019) outline the ethical issues of confidentiality in using Facebook as a research method and that participants might not realise extant data collected constitutes participation in research obtained without consent.

3.8.3.6 Advantages and limitations of Instagram as a research method

> *SM platform comprising, "a community of more than 800 million who capture and share the world's moments on the service" via photographic images.*
>
> (Instagram, 2017)

Instagram is an image-based (Chen and Fu, 2018), leading (Gunarathne et al., 2017), idiosyncratic (Abney et al., 2017) and widely used (Whiting et al., 2019) SM platform for the purpose of sharing photographs. Kozinets et al. (2018) argue researchers appreciate the holistic content of images and the posts in which they are used, which computer-automated techniques may not.

The SM platform Instagram was used for SM scraping in this research but it yielded the fewest number of complaints about luxury London hotels of those SM platforms used in this study. The researcher discovered that to date, Instagram is much more likely to be used for positive motivations, such as to share experiences with friends, than to complain. Indeed, the researcher did not discover any peer-reviewed research papers regarding complaints posted by customers on Instagram. The difficulty in the discoverability of complaints on Instagram may be due to the use of unknown or random hashtags by users as well as customer perceptions of the suitability of this platform for complaining. It is significant that SM posts with images generate a greater volume of responses than those without (Kozinets et al., 2018) but not necessarily in using the platform Instagram.

3.8.3.7 Advantages and limitations of TripAdvisor as a research method

> *SM platform enabling users to write online reviews of hotels, restaurants worldwide. "With over 570 million reviews and opinions"*
>
> (TripAdvisor, 2017)

TripAdvisor is used frequently in the context of hospitality research (Aguilar-Rojas et al., 2015; Alrawadieh and Dincer, 2019) as it is acknowledged as the largest and most influential travel site (Alrawadieh and Dincer, 2019), even described as a social phenomenon (Jeacle and Carter, 2011). A popular site among hotel customers (Diffley and McCole, 2018), TripAdvisor is often perceived as a balanced and partial platform (Diffley and McCole, 2018) and therefore trusted by customers (Jeacle and Carter, 2011). Hoteliers also recognise the significance and importance of TripAdvisor due to its potential influence on future hotel grading and overall profitability (Diffley and McCole, 2018; Park and Allen, 2013). Vasquez (2011) argue TripAdvisor is unmediated, therefore providing authentic data for researchers, but hoteliers have the opportunity to challenge reviews written about their properties if they believe them to be false (Jeacle and Carter, 2011), suggesting reviews might not always be fair.

3.8.3.8 Sample Selection and Recruitment – social media scraping

Hotel classification system

Stage two of data collection comprised the creation of a systematic research instrument through which the researcher gathered, at regular intervals, public complaints available on SM about a sample of luxury London hotels, over a 15-month period (Vasquez, 2011). Purposive sampling is recommended by Purdam and Elliot (2015) for research conducted via SM. Defining what constitutes a luxury London hotel was determined using the AA (Automobile Association) hotel classification system. Despite hotel grading being non-mandatory in the UK (AA, 2018) and concerns regarding the standardisation of hotel classification (Baker, 2007; Callan, 1994), Which (2019) argue that the rating system in the UK is, "fairly robust". Hotels' stars are awarded either via; the AA, Visit Britain, Visit Scotland and Visit Wales; all of whom share common grading criteria (Which, 2019) (see Figure 15 below). In order to receive accreditation at a particular level, hotels must undertake inspection and pay a fee to do so. A distinction is made between classification and grading (Cser and Ohuchi, 2008), where classification refers to variance in physical attributes of a hotel and grading to comparative objective features of service (such as room service offerings).

Figure 15 has been removed from this version of the thesis due to copyright restrictions

Figure 15 Which 2019 summary of Five Star Classification (Which, 2019)

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Figure 16 AA Hotel Quality Standards (2018, p12)

The Automobile Association (see Figure 16 on the previous page) operates a widely recognised hotel classification system (AA, 2017). Using a list of all hotel properties located throughout the UK (compiled by the AA) with either; four or five-star rating, red star award inspector's choice or silver star award, the researcher created the purposive sample of luxury London hotels for this study. From a list of 1022 properties, a purposive sample was created. The sample contained hotels located within London with an AA merit score of 75 or higher resulting in a list of approximately one hundred luxury hotels located in London. London is recognised as an international tourist destination (Office for National Statistics, 2016) with a high proportion of luxury hotels (Jarman, 2017).

3.8.3.9 Data Collection Process – social media scraping

Figure 17 overleaf illustrates the process of secondary data collection via Twitter (in the form of a timeline). One of the weaknesses of Twitter is that tweets do not remain available indefinitely due to changing and continually updating algorithms (Marres and Weltevrede, 2013). However, via the use of an online data collection tool (Snapbird) endorsed by Elliot and Purdam (2015) in phase two, historic tweets can be identified and subsequently included in research data gathering. Search terms are required when using this particular online tool (Snapbird) and so a period of reflection following phase one elicited common or frequently used terms in complaint tweets, such as; "sorry", "disappointed", "standard" (hotel has fallen below our usual high/expected standard), "private message", "apologise", "wrong" and, "investigate". Figure 18 on page 95 depicts the process for the systematic gathering of complaints via Facebook and TripAdvisor. Although similar to Twitter, the process was slightly amended. This was primarily due to the discoverability of complaints on Facebook; where complaints are identifiable in the, "review" tab of a particular luxury hotel.

When collecting complaints on SM platform Instagram the process of data collection was changed quite significantly. Primarily, this was due to the difficulty in the extent to which complaints are discoverable on Instagram. Ascribing negative meaning to photographic content is much more challenging than text (Rose, 2016). Additionally, negative photographic content regarding luxury London hotels is extremely difficult to search for, identify and find. Searches on Instagram were made as shown in Figure 19 on page 96.

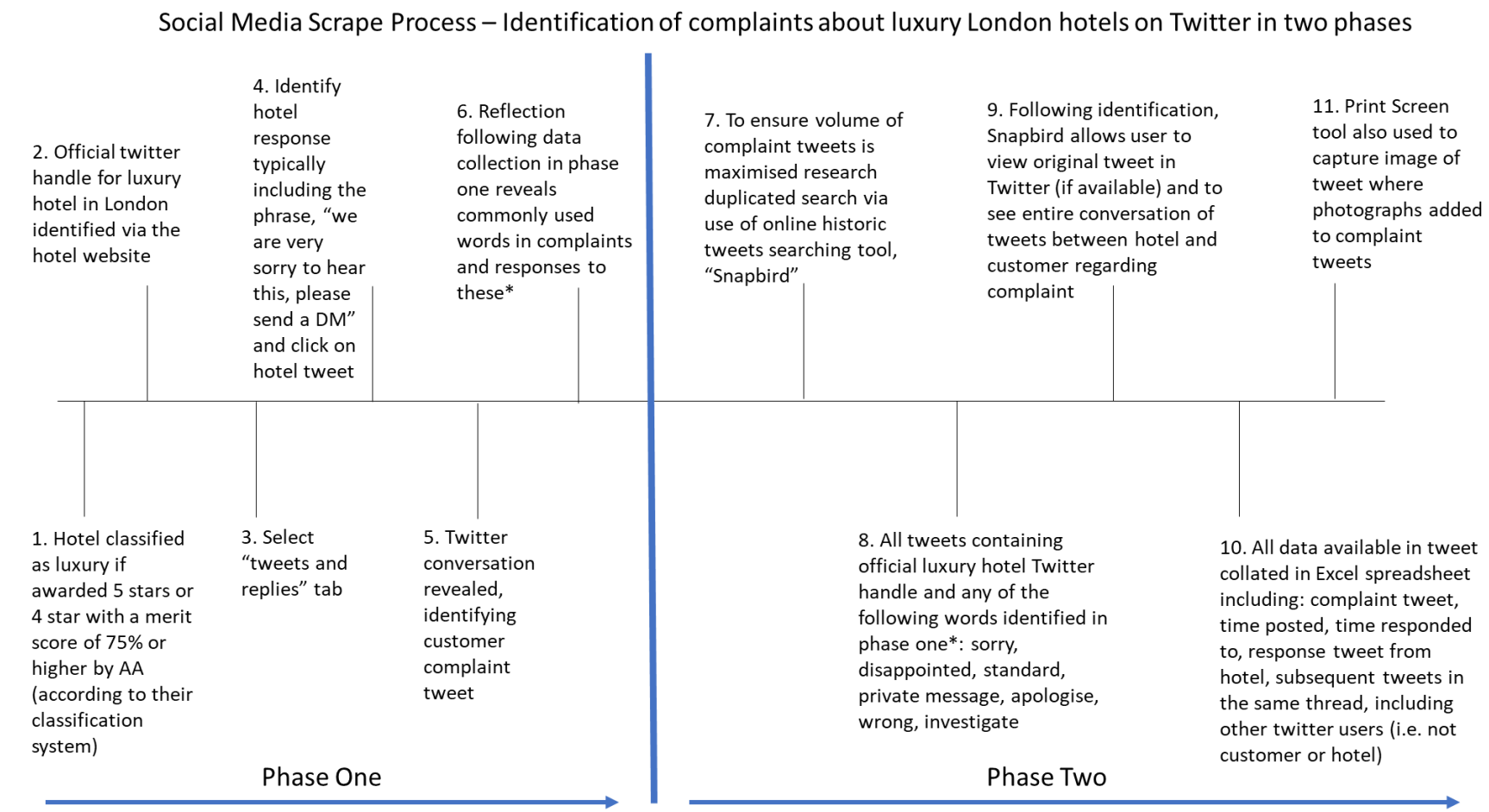

Figure 17 SM Scraping Process: Timeline of complaint gathering via Twitter

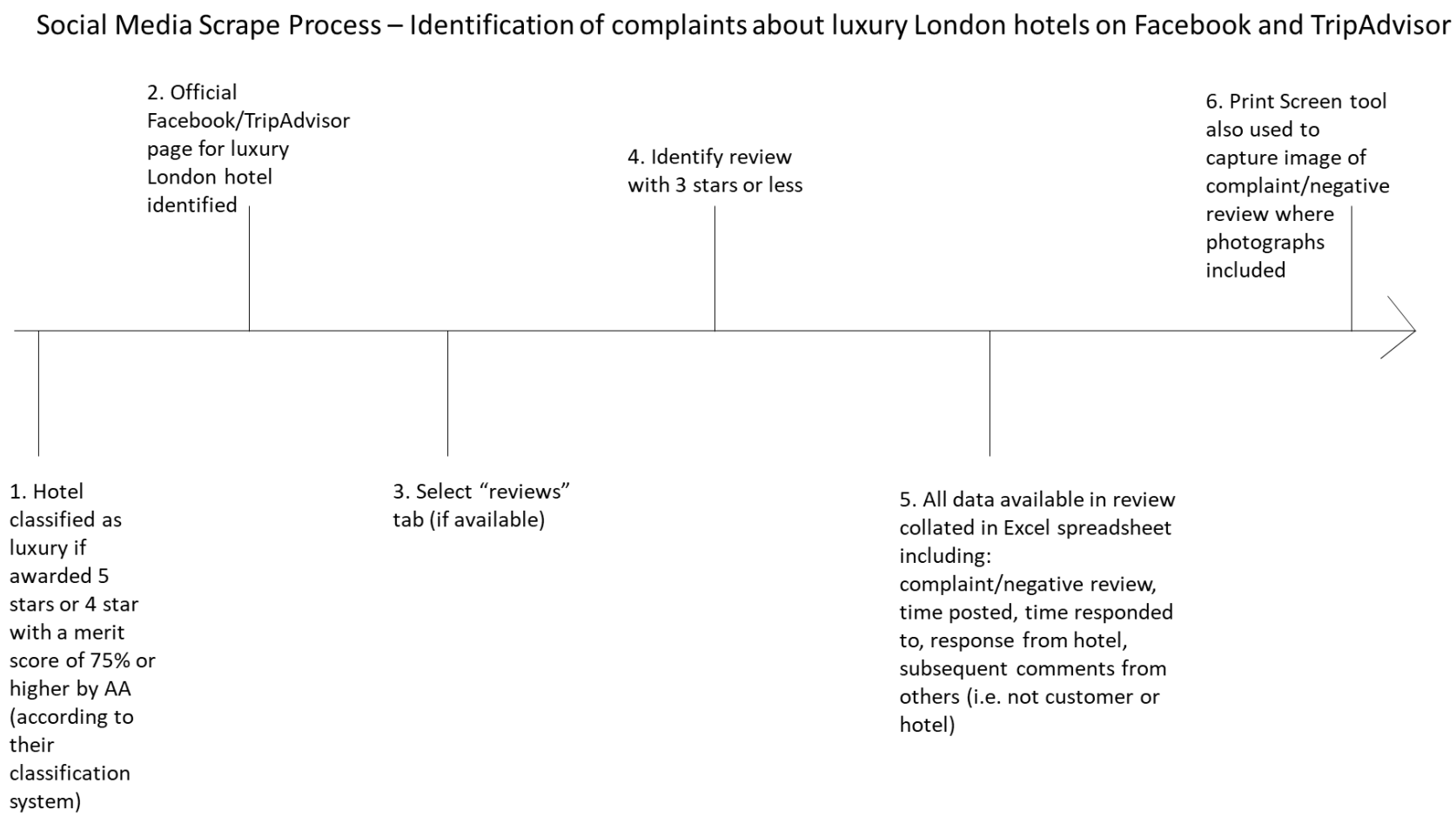

Figure 18 SM Scraping Process: Timelines of complaint gathering via Facebook and TripAdvisor

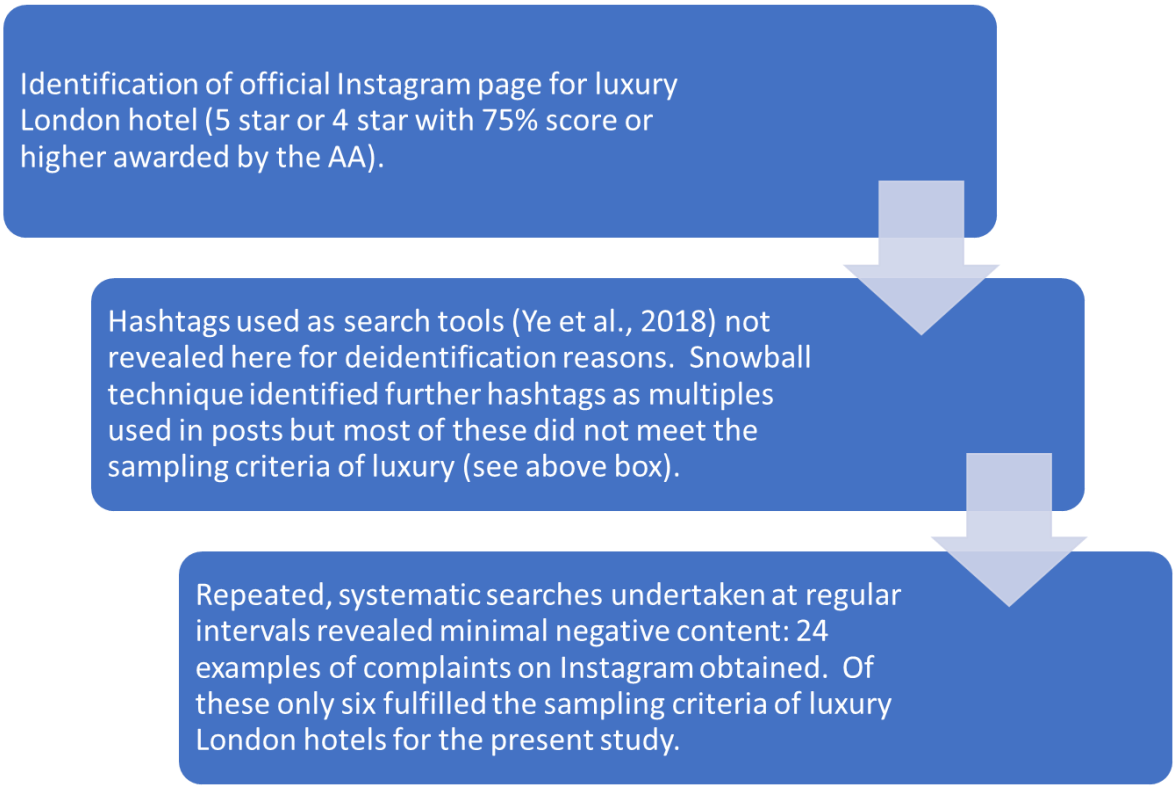

Figure 19 Process of data collection on SM platform Instagram

3.8.3.10 Data Analysis – social media scraping

The internet enables researchers to collect a very wide range of data (Halfpenny and Procter, 2015). A summary of data collected during stage two via the SM scraping is shown in Table 12 below. All data has been de-identified.

Table 12 Summary of secondary data (complaints) gathered by SM platform

SM Platform	**Total no. of complaints collected**
Twitter	126
Facebook	100
Instagram	27
TripAdvisor	29
TOTAL	282

3.8.3.11 Data Analysis – complaints gathered via Twitter

All complaints gathered via SM platform Twitter were collected twice; firstly, as an image using the, “print screen”, computer function and secondly, collated in an Excel spreadsheet (see Figure 20 overleaf). The spreadsheet detailed the time taken for the hotel’s first response, further post/s made by the customer, the time/date of customer response, further response from the hotel, as well as any ongoing responses from either party or any others who may have seen the complaint on Twitter, such as friends or acquaintances who also commented. From this data, complaints were then collated in an additional Excel spreadsheet and pseudonyms assigned to each one for deidentification purposes. From a temporal perspective, the researcher looked particularly at the day of the week and time of day the initial complaint was made, how long it took the luxury hotel to respond (if at all), and then for the customer to respond subsequently (if at all). The researcher also recorded the number of followers of the Twitter users who had posted complaints. However, the range of these was diverse, from a maximum of 11,000 followers to one person who did not have any followers. There was insufficient data, and it was beyond the scope of this study, to conclude any relationship exists between the number of followers, or klout (Gunarathne et al., 2017) of a Twitter user and the length of time it took him or her to receive a response from the luxury London hotel.

Twitter Handle	No of Followers	Hotel	Complaint	Time/Date of Complaint	Response from hotel	Time/Date of first response
	76		@ @, awful service tonight loads of money for food eve i have one cocktail disgraceful!!!!	12.25am 22.3.2018	Really sorry to hear this. We have sent you a DM.	9.13am 23.03.2018
	573		@ No one to ask info to. So frustrating you all staff only in the entrance	8.33pm 5.2.2018	Sorry to hear this we will make sure this feedback is passed on to the right people!	2.36pm 6.2.2018
	1665				Very sorry to see this should be able to assist, but please do DM us if you continue to experience issues.	5.40pm 15.1.2018
	11, 000		Dear @ not cool neither is your hotel shame on you.	7.43pm 12.4.2018	We are so very sorry for this misunderstanding to have happened today. Would you DM us so we can pick up this conversation further?	8.32pm 12.4.2018

Figure 20 Data Analysis of complaints on Twitter deidentified

Photographs used in complaints on Twitter, if any, were also collated. However, the analysis of visual content, as with written content, was limited during stage two (SM scraping). Although images may result in online content being shared more (Kozinets et al., 2018) and create greater engagement from the audience (Chen and Fu, 2018) detailed analysis of the photographs themselves was beyond the scope of this study. Photographs may be persuasive (Chen and Fu, 2018) in SM posts but provide little insight in themselves, without discussion with customers (as took place in stage three) regarding CPT. The purpose of data gathering in stage two was primarily to confirm customers' use of SM platforms to complain about luxury London hotels, rather than to contribute to answering the overall research question regarding CPT. The names of the respondent and hotel have been omitted from the complaint. In this particular example, it is only via the image (rather than the accompanying text), used as a sign of dissatisfaction, that the complaint is communicated.

3.8.3.12 Data Analysis – complaints gathered via Facebook

The analysis of data gathered from Facebook followed a similar process to that obtained from Twitter. Visual copies of complaints were stored electronically and an Excel spreadsheet collated. Slightly different data was obtained from Facebook than that from Twitter due to the varying constraints of the platforms. For example, without word or character restriction limits on Facebook, the researcher compared the length of complaints in word count. Data detailing the day of the week and response times of complaints made on Facebook were also gathered. As with Twitter, an additional spreadsheet was also created in order to assign pseudonyms to complaints on Facebook for deidentification purposes. No photographs were found in any of the complaints gathered from Facebook, which therefore required no analysis.

3.8.3.13 Data Analysis – complaints gathered via Instagram

Very few (27) complaints were gathered from Instagram and only two of those were responded to by the luxury hotel being complained to. Limited analysis was possible but the researcher noted the different styles of photographs used. Figure 21 overleaf, provides an example of an image included in a complaint on Twitter, collected from the data gathered in this study during stage two.

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Figure 21 Example of a photograph posted as a complaint on Instagram

3.8.3.14 Data Analysis – complaints gathered via TripAdvisor

Ten of the complaints gathered from TripAdvisor were analysed. Unfortunately, the time posts were made and replied to, is not available via this platform, so there is limited contribution to answering the overall research question of CPT to be gained from analysis of complaints using this SM platform. An Excel spreadsheet, similar to those used for analysis of complaints gathered via Twitter and Facebook was created. As with Facebook, there is no restriction of characters or words on TripAdvisor and so the researcher collated this information for analysis of complaints posted on TripAdvisor. Additionally, TripAdvisor records whether posts are made via mobile or not, and so this information was also gathered due to the temporal implications of CCB in this regard.

3.8.3.15 Researcher reflection on the social media scraping

SM scraping enabled the researcher to confirm that customers are using SM to complain following disappointing exceptional experiences in luxury London hotels. This stage of data collection was particularly methodical, requiring organised administrative skills and record keeping. Within an interpretative study, data obtained in stage two via SM scraping was the least qualitative. The most challenging aspect

of data collection via SM scraping was the deidentification of data while maintaining integrity to the meaning of it.

3.8.4 Data Collection Stage Three: Semi-structured interviews with customers

3.8.4.1 Advantages and limitations of interviews

During stage three of data collection, semi-structured interviews with customers who had used SM to complain following disappointing experiences in luxury London hotels, were conducted. Interviews are an established method for data collection in qualitative research (Corbin and Strauss, 2008). Interviews are particularly suited to conducting research using Interpretative Phenomenological Analysis (Smith et al., 2012), providing an opportunity to explore phenomena (Diffley and McCole, 2018), and are flexible (Pozza, 2014). Interviews allow participants opportunity for freedom of expression (Maguire and Geiger, 2015; Mei et al., 2019) and are adaptable as themes emerge (Diffley and McCole, 2018). Although there is a risk of the interviewer's loss of focus on the central themes in allowing participants to determine issues discussed (Brocki and Wearden, 2006), in seeking to explore CPT, interviews enabled participants to identify the salient points, rather than the researcher (Brocki and Wearden, 2006). The researcher was able to probe more deeply based on the responses given by participants to a series of open-ended questions (Diffley and McCole, 2018) and then to clarify concepts, therein eliciting rich and deep data (Harris and Russell-Bennett, 2015). Although interviews are suitable as a data collection method for novice researchers (Rowley, 2012), the researcher increased in confidence and experience over the course of the interviews. The researcher was also aware of the possibility of bias (Diffley and McCole, 2018) but a natural affinity for empathy with complaining customers emerged throughout all the interviews.

3.8.4.2 Advantages and limitations of interviewing via Skype

Due to the recruitment of interview participants via SM platforms, the locations of the participants were widely dispersed both nationally and internationally. Therefore, the use of Skype, recognised as beneficial for interviewing participants situated geographically apart (Lolacono et al., 2016; Pozza, 2014; Toledano, 2017), as a facilitator of interviews was advantageous in data collection. Travelling time to meet

participants is avoided (Rowley, 2012) which facilitates greater flexibility and availability for both parties to participate in the interview, such as arranging it to be carried out outside office hours and minimising travel expenses (Lolacono et al., 2016). Use of Skype for interviews may also increase the likelihood of participation (Deakin and Wakefield, 2014) and allows for interaction between strangers (Simunkova, 2019).

However, there are also perceived disadvantages of using Skype to conduct interviews for research. The use of technology itself may be temperamental, reducing quality of connection and conversation resulting in some lost conversation or loss of flow (Farooq and De Villiers, 2017). There may be increased temporal pressure to reach the business of the interview resulting in reduced small-talk and rapport building (Deakin and Wakefield, 2014; Eynon et al., 2008). Some authors argue that Skype can reduce the capacity of the interviewer to observe body language cues (Lolacono et al., 2016) and that interaction between interviewer and participant can be less effective (Rowley, 2012). However, some participants may be more open as they are not required to make eye contact via Skype (Lolacono et al., 2016). Trust may be more difficult for the interviewer to elicit, where both parties have not met prior to the interview, resulting in less in-depth answers being provided (Lolacono et al., 2016), although Deakin and Wakefield (2014) argue rapport could be reframed to include email exchange prior to the interviews.

Participants may be more distracted when interviewed in their own homes (Deakin and Wakefield, 2014) or conversely, they may feel more at ease, thereby increasing mutual rapport and the quality of data (Lolacono et al., 2016). It is argued that Skype is more suited to interviews for younger demographic groups (Farooq and De Villiers, 2017) but the sample of participants had all voluntary complained via SM platforms so some technological capability was evident. Where some participants (three) did not have access to Skype, or preferred to participate via telephone, the researcher was accommodating in this regard. Sturges and Hanrahan (2004) and Vogl (2013) both conducted studies to compare the value of findings between face to face and telephone interviews with no discernible difference in richness or quality of data.

3.8.4.3 Sample Selection and Recruitment – Semi-Structured Interviews with Customers

The recruitment of customers, who had complained via a SM platform about a disappointing experience in a luxury London hotel, for interview was facilitated via data gathered in stages one (OF) and two (SM scraping) and summarised in Figure 22 below. Following analysis of data gathered from the OF during stage one participants were identified. The researcher approached each of these individuals within two weeks of the OF, via Twitter (either via direct message or direct tweet depending on whether or not he/she was a "follower" of the researcher on Twitter) to ask if he/she would be willing to be interviewed in greater depth regarding their experiences in complaining in real-time via SM. Of these, four consented (two of which formed part of the pilot study and two were interviewed as part of the research). Following acceptance of the invitation to participate in the research, all participants were provided with a formal invitation letter, a participant's information sheet, detailing the research and a consent form (see appendices 1, 2, 3). There was also further interest in participating in the interviews, expressed by an individual who had taken part in the OF but whom the researcher would not have selected for interview as she did not fit the sampling selection criteria (airlines rather than hotels). However, the researcher determined that conducting such an interview could be beneficial to the pilot study in providing an opportunity to practise different questioning technique, even if the complaint context was not ideal.

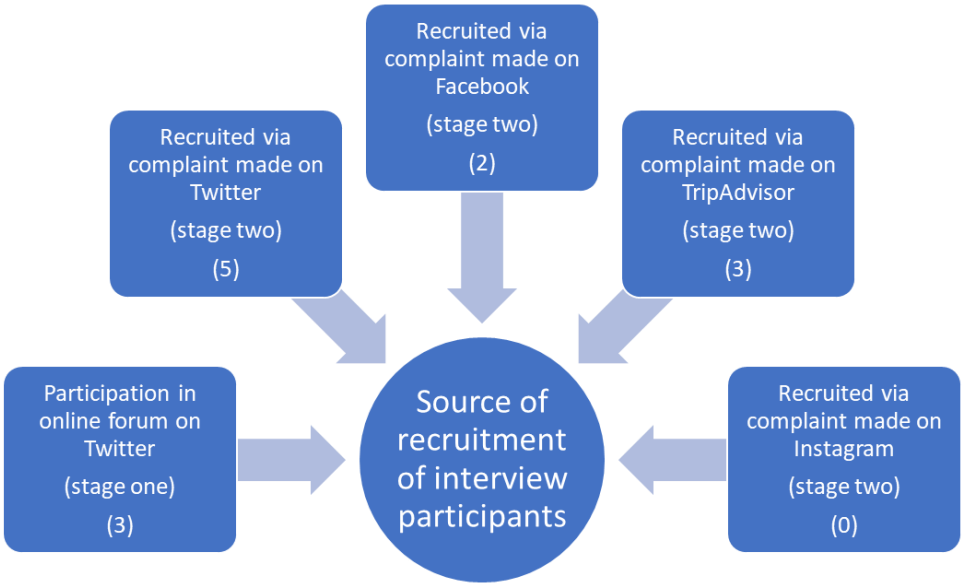

Figure 22 Source of recruitment of interview participants

If an individual had written a complaint about a luxury London hotel on Twitter, collected during stage two of data collection, the researcher made contact with him or her either by public direct tweet via the respondent's online public profile with the message, "I'm doing a PhD on complaining via SM. Would you be willing to be interviewed via Skype re your experiences complaining online?", or via private direct message if the individual was already following the researcher on Twitter (such as some participants of the OF in stage one). Those interested in participating, responded with their contact details. Subsequently, the researcher sent a formal invitation letter, consent form, participant information sheet and a series of potential interview dates and times. Figure 23, overleaf, details the sampling process for interview participants recruited via Twitter and Figure 24 (page 106) for the sampling process via Facebook and TripAdvisor. Unfortunately, due to the very small number of complaints yielded via Instagram, no participants were recruited via this SM platform, despite requests being made.

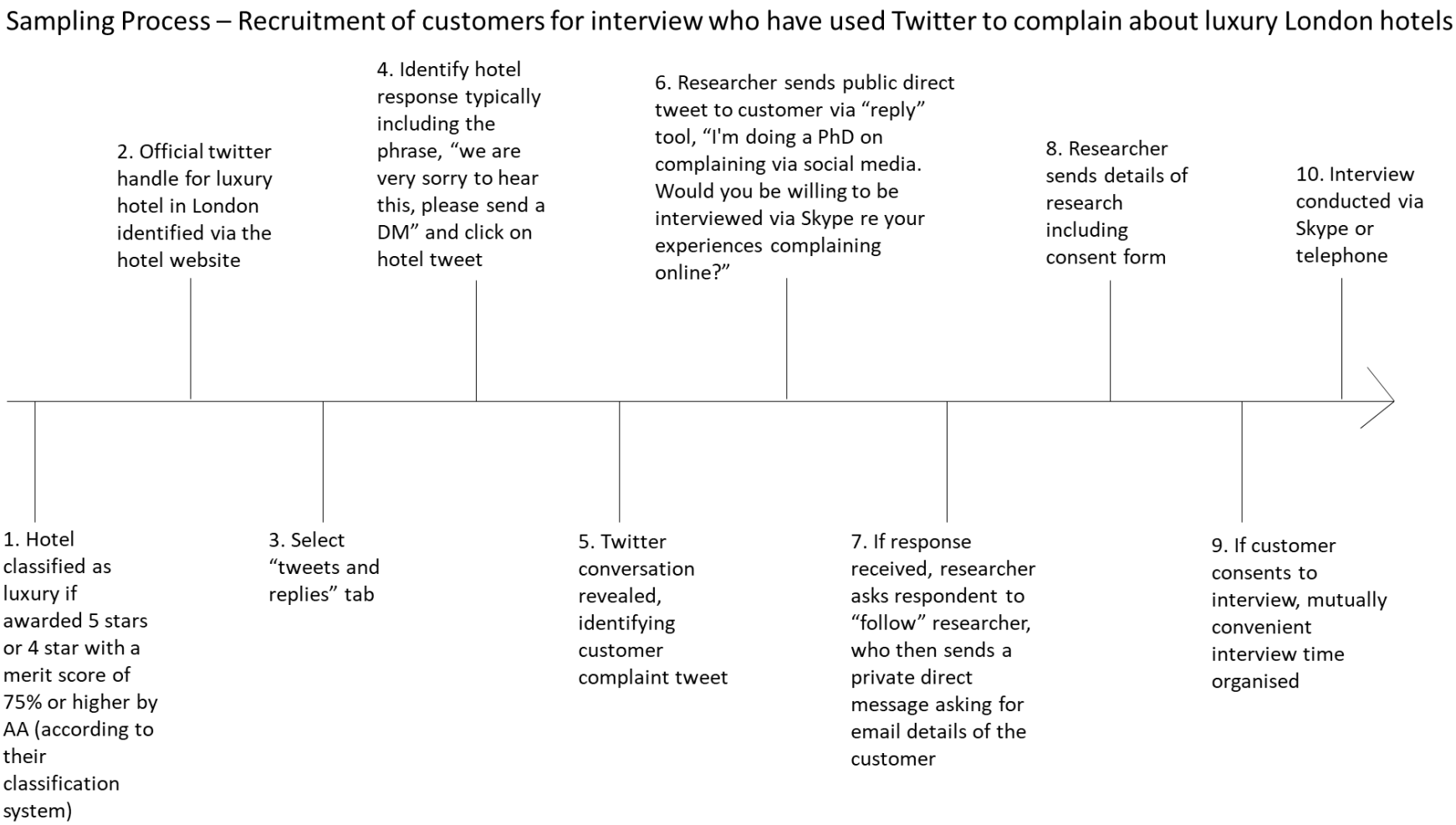

Figure 23 Sampling process for customers who have used Twitter to complain about luxury London hotel/s

Sampling Process – Recruitment of customers for interview who have used Facebook/TripAdvisor to complain about luxury London hotels

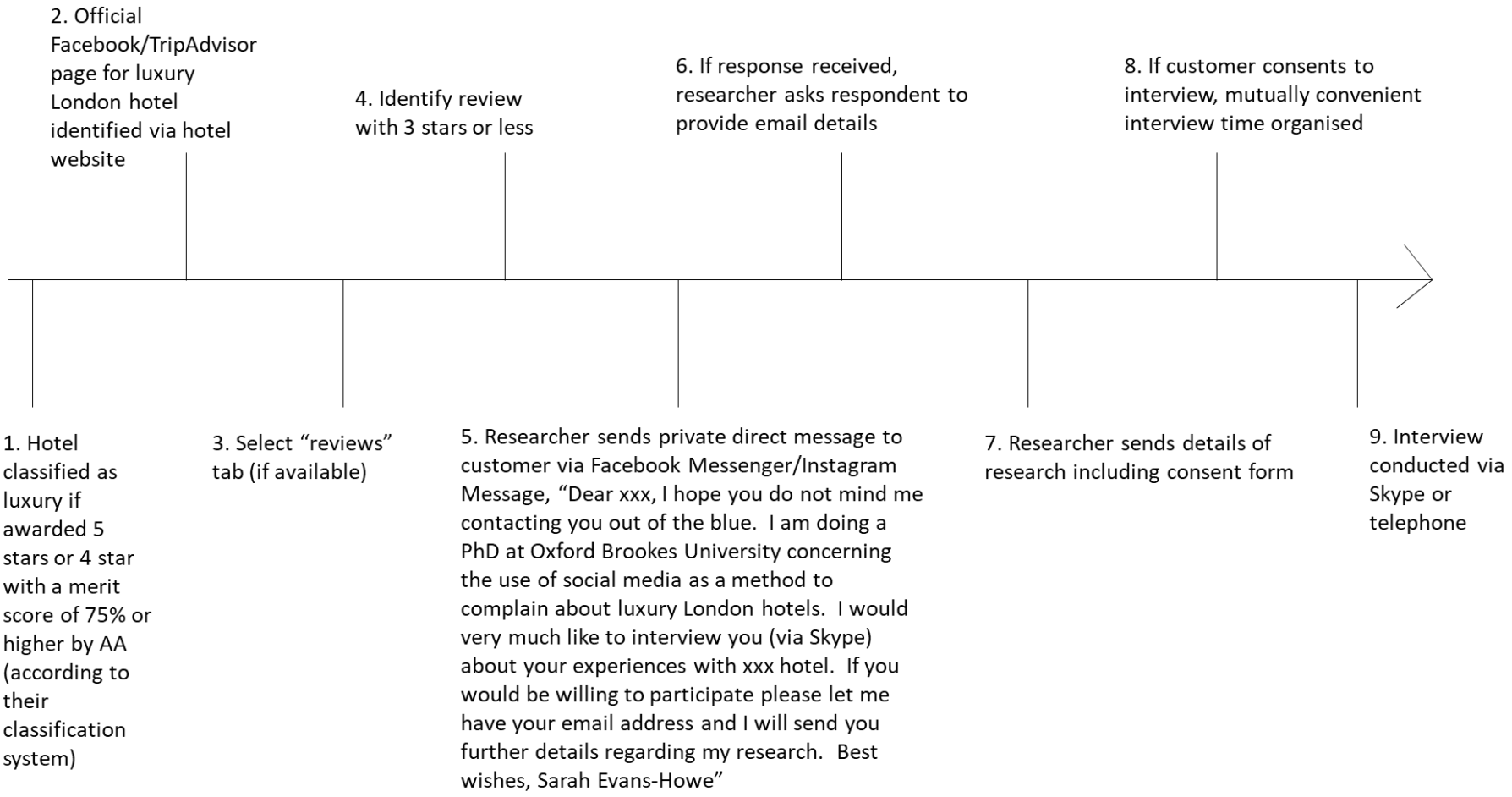

Figure 24 Sampling process for customers who have used Facebook or Instagram to complain about luxury London hotel/s

3.8.4.4 Advantages and limitations of Interpretative Phenomenological Analysis

IPA (Interpretative Phenomenological Analysis) as a research method allows research participants to reveal, most often through one-to-one interviews, their personal perspective of lived experience (Noon, 2018). Comprising three elements: interpretation (Brocki and Wearden, 2006), phenomenology (Dalvi and Mekoth, 2017) and hermeneutics (Cunliffe, 2011), IPA is concerned with exploring individuals' sense-making (Van Scoy and Evenstad, 2015) and meaning creation (Chapman and Smith, 2002) of events. The combined interpretation of both the participant, of his or her own experiences, and the researcher in interpreting the participant's recollection of personal experiences is central to the subjective nature of IPA. In exploring contemporary CPT when complaining using SM, IPA was deemed by the researcher the most suitable research method for, and therefore adopted. The researcher recognises however, that alternative qualitative techniques, also suitable for exploratory research, were available, sharing common attributes with IPA (shown in Figure 25 below).

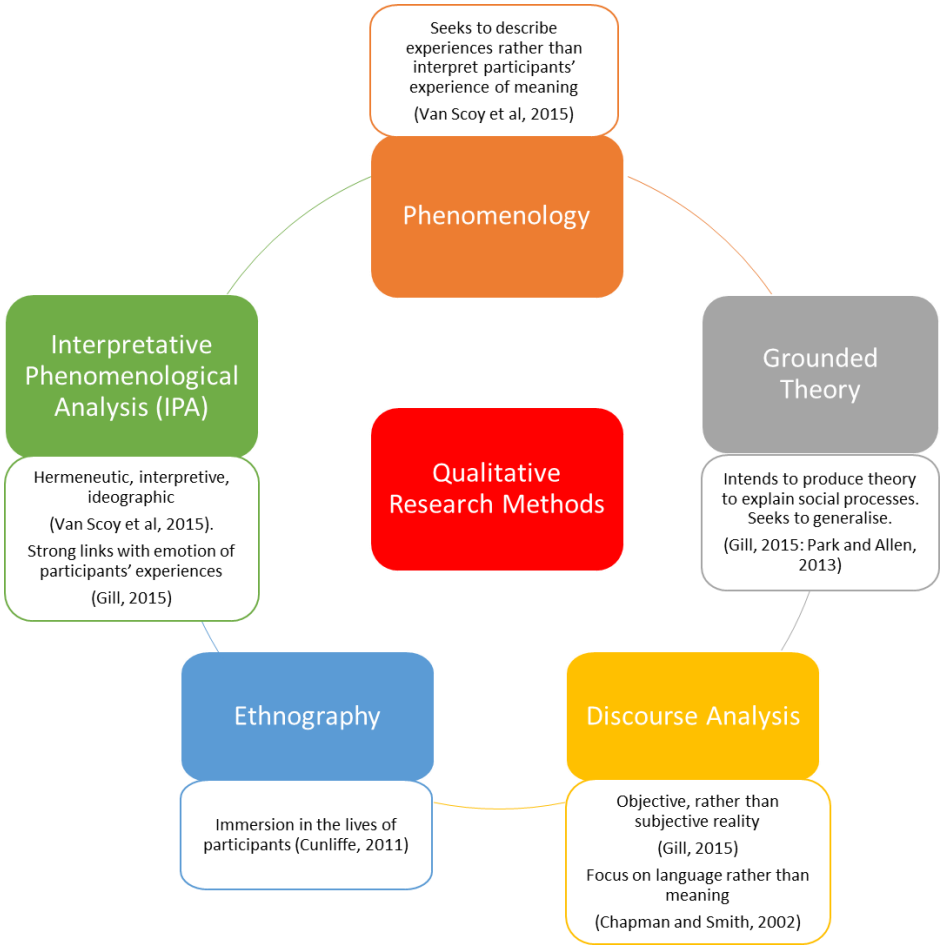

Figure 25 Qualitative research methods

Phenomenology, for example, also seeks to understand participants' experiences but differs from IPA, where the latter heightens focus on participants' sense and meaning-making of those situations (Chapman and Smith, 2002), allowing the participant, rather than the researcher, to introduce areas of significance for them (Dalvi and Mekoth, 2017). Appreciating how and why complaining customers ascribe meaning to and interpret the phenomenon of temporality is complex (Dodd and Wajcman, 2017) and IPA is particularly useful when exploring perception, as was the case in this research (Chapman and Smith, 2002). Grounded theory contributes to research in the development of theories derived from analysis of patterns of behaviour (Gill, 2015; Park and Allen, 2013). However, IPA exposes differences between participants' experiences as well as similarities (Van Scoy and Evenstad, 2015). The use of discourse analysis might have been beneficial were the primary focus of research the complaints themselves and the use of language used therein (Chapman and Smith, 2002; Gill, 2015). Similarly, ethnography would be more suited to research studying the observation of CCB, such as in situ within a luxury London hotel (Cunliffe, 2011) but would not contribute to understanding customer perceptions and perspectives of temporality. Elements of all of the aforementioned qualitative techniques were present in the study, but IPA was the central contributing research method to answering the overall research question, providing rich accounts of participants' complaint experiences (Gill, 2015).

3.8.4.5 Data collection process – interviews with customers

Pilot Interviews

The entire interview process for this study was iterative throughout, as recommended in the use of IPA as a research method (Brocki and Wearden, 2006; Gill, 2015; Noon, 2018; Smith et al., 2012). Although three pilot interviews were conducted during August 2017, the researcher reflected, on the phrasing of questions asked and their usefulness in contributing to answering the overall research question, continuously, until all interviews were completed. Subsequently, the quality of interviews increased over time and the benefits of conducting pilot interviews extended throughout the entire interview process. With each interview, the researcher's familiarity with the questions increased. Interviews became more relaxed as the researcher's confidence and skill in interviewing also increased, leading to easier creation of rapport with participants, which in turn, elicited richer data. The researcher was able

to listen more keenly to responses and allow participants to discuss themes of importance to them, rather than be too forceful with concern for subsequent planned questions. Further benefits of the pilot included; an opportunity to practise interviewing technique, to refine phrasing of questions, to determine which questions were more effective than others in yielding useful responses and to further develop questions, increasing relevance, usefulness and areas to explore in subsequent interviews. In addition, memoing, as suggested by Corbin and Strauss (2008) was adopted in order to facilitate formal and considered reflection. For example, with each interview, the researcher increasingly realised, participants viewed those who complain, negatively, and were eager to distance themselves from being seen as, "someone who makes complaints". Awareness of this negative perception of complaining of participants enabled the researcher to increase her vocalisation of empathy for their complaint making, helping them to feel less defensive and more forthcoming regarding their experiences.

The pilot interviews also increased the researcher's interviewing experience using Skype. One of the pilot interviews was not recorded due to technical failure. As a result of this experience, the researcher used two recorders for each subsequent interview. Similarly, one of the pilot interviews experienced technical difficulties i.e. Skype connection via participant's Skype ID would not connect which resulted in a delay as alternatives were sought and found (telephone via Skype). The camera setting was not always used by participants during Skype interviews. Sometimes this was due to technical failure and at other times participants preferred not to switch it on. Although this could have resulted in less data collection, the researcher found rapport of the interviews was not affected and in fact, it was easier to concentrate on responses rather than be concerned about maintaining eye contact (which can be challenging via Skype due to a simultaneous need to look at the camera and the other person). Finally, in one of the pilot interviews, one respondent began discussing personal marriage details i.e. describing her marriage as not meeting expectations as an analogy for a disappointing hotel experience. The researcher was able to respond appropriately and with sensitivity and was reminded of one of the potential ethical challenges of interviews.

Participants in the pilot interviews were all recruited via the OF (June 2017) (see explanation of recruitment process on page 103). Pilot interviews enabled the researcher to conduct a preliminary test of the effectiveness or possible ambiguity of

questions being asked (Sugathan et al., 2018), usefulness of responses provided, as well as other, unforeseen outcomes which may result in changes or amendments to the proposed interviews (Rowley, 2012). Contents of the pilot interviews were not included in data analysis but were integral to the reflexive and iterative process of reviewing conceptual themes to be discussed during the interviews (Corbin and Strauss, 2008; Valos et al., 2016; Yen and Tang, 2015).

Interview Guide

Questions asked during the interviews with customers who had used SM to complain following disappointing exceptional experiences in luxury London hotels can be found in Table 13 on page 112. A range of sources assisted in the formation of the questions asked during the semi-structured interviews. Firstly, the literature review and conceptual framework provided structure and academic foundations, as well as formal structure in addressing the research gap being explored. Secondly, the findings from phase one of data collection (OF and SM scraping) guided the researcher's thinking regarding phenomena of significance to contemporary complaining customers. For example, discussion during the OF (stage one) confirmed that customers of luxury exceptional experiences do use SM to complain, that they use a range of SM platforms for a variety of reasons and that they have differing motives to complain. Complaints themselves, gathered during the SM scraping (stage two), also provided insight regarding the time of day customers posted their complaints, as well as evidence of complaints about luxury London hotels. Thirdly, the pilot interviews also contributed to the formation of the final interview guide. To reiterate discussion of the pilot interviews, the interview process itself was iterative and continued to evolve with each interview undertaken. The researcher's confidence in interviewing, in listening to responses, asking appropriate probing questions and in fully appreciating the interpretative and hermeneutic skills required, continually developed with each case.

Thirteen interviews were conducted in total. Determining when saturation is achieved if using IPA is challenging (Brocki and Wearden, 2006; Smith et al., 2012). Allowing participants to have a central role in guiding themes discussed could continue ad infinitum (Brocki and Wearden, 2006). Although scholars agree that saturation is typically determined when no new themes emerge from interviews (Diffley and McCole, 2018; Pozza, 2014; Wajcman, 2019), in qualitative research such a point

may not materialise, and particularly so when following IPA (Gill, 2015). Focus on a smaller number of participants with a shared experience (in this case, complaining using SM following disappointing exceptional experiences in luxury London hotels) is recommended (Dalvi and Mekoth, 2017; Gill, 2015; Turner et al., 2002). The researcher determined that saturation was reached when a significant body of rich data (depth) was collected, rather than a wide range of themes discussed (breadth) (Gill, 2015).

Interview guide Stage Three: Interviews with customers who have used SM to complain about disappointing experiences in luxury London hotels.

Table 13 Stage three interview guide

Theme	Main Literature Stream/s	Key Authors	Question and further probes	Link to conceptual framework
Typical CCB	CCB: experience in complaining propensity, frequency, attitude to and perceived value of complaining. SM platform choice SM as a method for complaining Temporality perceptions of productivity capacity to control use of time	Bodey and Grace (2007) Chebat et al. (2005a) De Matos et al. (2012) Juhl et al. (2006) Susskind (2006) Susskind (2015) Thogersen et al. (2009) Abney et al. (2017) Kaun and Stiernstedt (2014) Sugathan et al. (2018) Whiting et al. (2019) Husemann and Eckhardt (2019) Kleijnen et al. (2007) Wajcman (2019)	How often do you use SM to complain? Why? Which platforms do you believe are more suited to complaining? Why? After experiencing a disappointment, when do you usually complain? Why then?	CCB using SM. Temporality. CCB using SM. CCB using SM. Temporality. CCB using SM. Temporality. EELC

Theme	**Main Literature Stream/s**	**Key Authors**	**Question and further probes**	**Link to conceptual framework**
	Context exceptional luxury experiences frequency of luxury purchases	Woermann and Rokka (2015) Dodd and Wajcman (2017) Bhattacharjee and Mogilner (2014) Carter and Gilovich (2010) Gilovich et al. (2015) Keinan and Kivetz (2011)	Does your complaint behaviour change when you're complaining in a luxury context? Why?	
Time complaint was posted online.	CCB: Situational circumstances	Aguilar-Rojas et al. (2015) Andreassen and Streukens (2013) Thogersen et al. (2009)	I would now like to discuss one specific complaint you made using SM following a disappointing luxury experience…	
	CCB: Severity	Abney et al. (2017) Balaji et al. (2015) Chelminski and Coulter (2011) Fan and Niu (2016) Huppertz (2014)	With regard to a specific complaint you made using SM, please would you talk me through the details of the complaint and what you did?	CCB using SM. Temporality. Exceptional luxury consumption. CCB using SM. Temporality.

Theme	**Main Literature Stream/s**	**Key Authors**	**Question and further probes**	**Link to conceptual framework**
	Temporality clock time: time of day, time (day) of week, time of month (beginning? end?), time of season (e.g. holiday? Christmas?)	Maxham and Netemeyer (2002) Sharma et al. (2010) Velazquez et al. (2010) Dickinson et al. (2013) Dodd and Wajcman (2017) Maguire and Geiger (2015) Pamies et al. (2016) Parkins (2004) Simunkova (2019) Wajcman (2019)	Further probes: When did you complain / post your complaint? Why then?	
Time lapse between disappointment and complaint.	Speed of complaint making Temporality synchronous / asynchronous / near synchronous, social influence of perceived temporal norms, perceptions of productivity, capacity to control use of time, presence in the moment of consumption	Abney et al. (2017) Fan and Niu (2016) Pacheco et al. (2018) Dickinson et al. (2013) Susskind (2015)	How long after you were disappointed did you (wait to) complain? Why? Further probes: In what circumstances might you complain quickly? Why? (what is “quickly” to you?) In what circumstances might you wait longer to	CCB using SM. Temporality. Temporality. CCB using SM.

Theme	**Main Literature Stream/s**	**Key Authors**	**Question and further probes**	**Link to conceptual framework**
			complain? Why? (how long might you wait? Why?) How often do you complain while you are still at the hotel (receiving the experience?). Why?	Temporality.
Time taken to make complaint.	CCB and SM use ease of process and effort Temporality perceptions of productivity, capacity to control use of time	Abney et al. (2017) Balaji et al. (2015) Cai and Chi (2018) Davidow (2003) Dixon et al. 2010 Gunarathne et al. (2017) Huppertz (2014) Kim and Boo (2011) Mei et al. (2019) Song and Hollenbeck (2015) Sugathan et al. (2018) Voorhees et al. (2006) Kleijnen et al. (2007) Wajcman (2019)	How long did you spend in making your complaint? Why? How long was the process of making your complaint (and posting it online?) Did you consider how long it would take to complain before deciding how to complain? (inc. choice of platform)? In what way/s? Why/not?	CCB using SM. Temporality.

Theme	**Main Literature Stream/s**	**Key Authors**	**Question and further probes**	**Link to conceptual framework**
Response time (online network and hotel)	CCB: Response Temporality (perceptions of productivity, capacity to control use of time)	Alrawadieh and Dincer (2019) Bacile et al. (2018) Davidow (2003) De Matos et al. (2012) Fan and Niu (2016) Fornell (1984) Goudarzi et al. (2013) Gunarathne et al. (2017) Istanbulluoglu et al. (2017) Ma et al. (2015) Min et al. (2015) Stevens et al. (2018) Sugathan et al. (2018) Voorhees et al. (2006) Kleijnen et al. (2007) Wajcman (2019	How long did it take to receive a response to your complaint? From whom? (friends/network/hotel) How did “they” (friends/network/hotel) respond? How quickly do you hope (and expect) someone (friends/network/hotel) will react to your complaint? Why? How much does the speed of response influence your choice of SM platform? Why?	CCB using SM. Temporality. CCB using SM. Temporality.
Resolution time: length of time from complaint	Complaint outcome	Bodey and Grace (2007) Gunarathne et al. (2017) Harris and Russell-Bennett (2015)	What was the overall outcome of your online complaint?	CCB using SM. Temporality.

Theme	**Main Literature Stream/s**	**Key Authors**	**Question and further probes**	**Link to conceptual framework**
being made to resolution, if achieved.	Temporality Waiting	Ma et al. (2015) Sharma et al. (2010) Ashby and Gonzalez (2017) Baranishyn et al. (2010) Chelminski and Coulter (2011) Min et al. (2015) Sharma (2017) Song and Hollenbeck (2015) Taylor (1994) Vostal (2019) Woermann and Rokka (2015)	How satisfied were you with the overall outcome of your online complaint? Why/not? If your complaint was resolved to your satisfaction, how long did it take from your first online post? How satisfied were you with the length of time it took to resolve your complaint? Why? How long do you think it should take for a hotel to resolve a complaint? (made online?). Why?	

Summary of Demographic Profile of Interviewees

Table 14 below provides a summary of the demographic profile of interviewees. Given the small sample size, the range of respondents' demographic profile is fairly diverse.

Table 14 Summary of demographic profile of interviewees stage three

Interview	Pseudonym	Source for sample	Demographic Information
Pilot 1	n/a	OF	Male Age 22-30 British Airline steward
Pilot 2	n/a	OF	Female Age 50-60 American Luxury travel blogger
Pilot 3	n/a	OF	Female Age 40-49 American Hotel owner and Luxury travel blogger
Interview 1	Basil	Twitter	Male Age 40-49 British Accountant
Interview 2	Connie	OF	Female Age 40-49 British School Teacher
Interview 3	Stephanie	Forum owner/host	Female 40-49 Portuguese Luxury travel blogger
Interview 4	Jean	Twitter	Female 40-49 British Charity worker

Interview	Pseudonym	Source for sample	Demographic Information
Interview 5	Sybil	Twitter	Female 50-59 German PR Consultant
Interview 6	Gilly	OF	Female 21-30 American Luxury travel blogger
Interview 7	Terry	Facebook	Male Age 40-49 British Graphic designer
Interview 8	Prunella	TripAdvisor	Female 60+ British Owner of a chain of bakery shops
Interview 9	Polly	Facebook	Female 50-59 Irish Civil servant
Interview 10	Andrew	Twitter	Male 50-59 British 3D Designer
Interview 11	Alice	Twitter	Female 60+ British Retired
Interview 12	Roger	TripAdvisor	Male 40-49 American Supply chain manager

Interview	Pseudonym	Source for sample	Demographic Information
Interview 13	Kurt	TripAdvisor	Male 40-49 British Banker

3.8.4.6 Data Analysis – Semi-Structured Interviews

Interpretative Phenomenological Analysis (IPA) was discussed in two earlier sections of this chapter. Firstly, from the perspective of the philosophical foundation of this study (see page 71) and secondly as a research method (see page 107). In exploring CB, the adoption of IPA as a research method allows research participants to determine points of saliency (Smith et al., 2012) and to explain their own subjective experiences (Gill, 2015). From a data analysis perspective therefore, it is important to retain integrity to the original text during interpretation of data (Brocki and Wearden, 2006). Smith et al. (2012) argue IPA is not intended to be followed prescriptively, yet when adopting this research method for the first time recommend their guidelines be followed. As a novice researcher, the suggestions for conducting IPA analysis were closely followed, as well as recommendations from other qualitative researchers using this method (Chapman and Smith, 2002; Cunliffe, 2011; Gill, 2015; Noon, 2018).

The process of data analysis undertaken during stage three of data collection is shown in Figure 26 overleaf. Each interview was analysed in depth on both a detailed and holistic case by case basis (Noon, 2018), prior to progression to analysis of subsequent interviews. For the first few cases, data analysis was carried out entirely manually. However, with continuing emersion with the data, as well as refinement of manual codes, computer software package, NVivo 12 was used for coding and to further explore the data, including via the use of automated visual analysis tools, such as word trees and hierarchy charts. The stages of data analysis from the original raw text to the creation and analysis of codes using NVivo 12 is explained in the following sections, using the same sample of text from an interview with Andrew (customer interviewed in stage three) as an example.

Figure 26 Summary of data analysis stage three

Initial notetaking on verbatim interview transcript

Following verbatim transcription of the interviews and reading and re-reading of the script in order to increase familiarity with the text (Memarzadeh and Chang, 2015), the researcher began with initial notetaking (Brocki and Wearden, 2006; Farooq and De Villiers, 2017), highlighting points of interest in the text (Chapman and Smith, 2002; Noon, 2018). The process of IPA analysis adopted for the present study is explained using the sample of text shown in Figure 27 below from an interview with Andrew, who complained using Twitter, following a disappointing experience with a luxury London hotel.

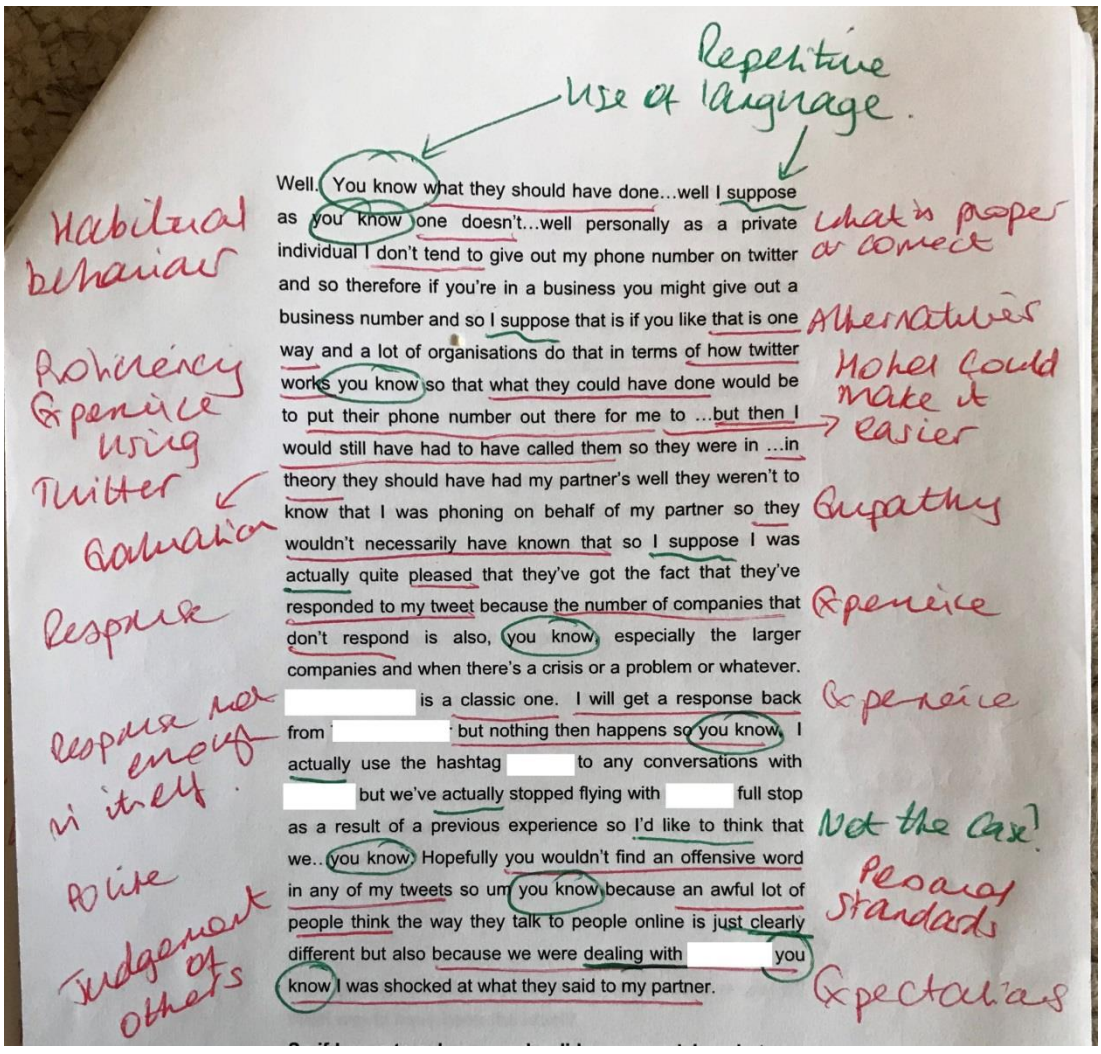

Figure 27 Initial notetaking on deidentified interview transcript – Andrew

Exploratory comments from the interview transcript

Following initial reading, re-reading and annotation on the interview transcript, more detailed examination of discourse was undertaken by the researcher. Initial note-taking on the transcript was tabulated in a separate document and systematic analysis of text performed, shown in Table 15 below.

Table 15 Exploratory comments from interview with Andrew

Quotes from transcript	***Exploratory comments***
What they should have done	Comparison of outcome with customer preference
One doesn't	Implies behavioural standards, etiquette on Twitter
I don't tend to…on Twitter	Typical behaviour on Twitter, implying proficiency
I suppose that is…one way	Acknowledgement of alternative options
A lot of organisations do that	Experience of complaints to other organisations
In terms of how Twitter works	Knowledge, experience of Twitter
What they could have done	Exploration of other possible courses of action
In theory	Implies standard practice
They should have	Expectation
They weren't to know	Empathy for the luxury London hotel
They wouldn't necessarily have known	Use of necessarily suggests it would have been better if they had known
I was actually quite pleased	Suggestion of surprise
Responded to my tweet	Complaint response to a tweet
The number of companies that don't respond	Experience complaining to other companies via Twitter
Especially the larger companies	Categorisation of companies complained to
When there's a crisis or a problem	Typical or likely outcomes based on previous experience
A classic one	Typical or likely outcomes based on previous experience but use of the word, "classic" might imply ridiculous or silly

Quotes from transcript	***Exploratory comments***
I will get a response back	Typical or likely outcomes based on previous experience
But nothing then happens	Typical or likely outcomes based on previous experience
I use the hashtag	Experience in using Twitter
We've actually stopped flying with xxx full stop as a result of a previous experience	Complaint dissatisfaction leads to termination of use of the brand
Hopefully you wouldn't find an offensive word in any of my tweets	Concern for reputation but "hopefully", suggests doubt
An awful lot of people think the way they talk to people online is just clearly different	Assessment of others' behaviour using SM
Because we were dealing with [luxury London hotel]	Specific expectations of luxury London hotels
I was shocked at what they said to my partner	Shock implies strong disappointment or expectations not met

Emergent themes from the interview transcript

During the next phase of analysis, the researcher identified emergent themes (Chapman and Smith, 2002; Turner et al., 2002). The identification of emergent themes is challenging as the researcher seeks to combine the original transcript and wording of the interviewee but also the researcher's interpretation, such that themes, "contain enough particularity to be grounded and enough abstraction to be conceptual" (Smith et al., 2012, p92). The exploratory comments from the interview with Andrew were further analysed by the researcher to create emergent themes (shown in Table 16 overleaf) seeking to retain integrity with the original text and yet be sufficiently conceptual to provide links with data from other, subsequent interviews.

Table 16 Emergent themes from interview with Andrew

Quotes from transcript	***Exploratory comments***	***Emergent themes***
What they should have done	Comparison of outcome with customer preference	Complaint expectations
One doesn't	Implies behavioural standards, etiquette on Twitter	Personal standards for professionalism on SM
I don't tend to…on Twitter	Typical behaviour on Twitter, implying proficiency	SM proficiency and integration
I suppose that is…one way	Acknowledgement of alternative options	Evaluation of complaint alternatives
A lot of organisations do that	Experience of complaints to other organisations	Experience complaining
In terms of how Twitter works	Knowledge, experience of Twitter	SM proficiency
What they could have done	Exploration of other possible courses of action	Evaluation of complaint alternatives
In theory	Implies standard practice	Complaint expectations
They should have	Expectation	Complaint expectations
They weren't to know	Empathy for the luxury London hotel	Complaint expectations Empathy for hotel
They wouldn't necessarily have known	Use of necessarily suggests it would have been better if they had known	Empathy for hotel
I was actually quite pleased	Suggestion of surprise	Complaint outcome evaluation
Responded to my tweet	Complaint response to a tweet	SM complaint response
The number of companies that don't respond	Experience complaining to other companies via Twitter	Experience complaining Comparison with other industries
Especially the larger companies	Categorisation of companies complained to	Experience complaining Comparison with other industries
When there's a crisis or a problem	Typical or likely outcomes based on previous experience	Experience complaining

Quotes from transcript	***Exploratory comments***	***Emergent themes***
A classic one	Typical or likely outcomes based on previous experience but use of the word, "classic" might imply ridiculous or silly	Experience complaining Complaint outcome expectations
I will get a response back	Typical or likely outcomes based on previous experience	Experience complaining Complaint response expectations
But nothing then happens	Typical or likely outcomes based on previous experience	Experience complaining
I use the hashtag	Experience in using Twitter	SM proficiency
We've actually stopped flying with xxx full stop as a result of a previous experience	Complaint dissatisfaction leads to termination of use of the brand	Experience complaining
Hopefully you wouldn't find an offensive word in any of my tweets	Concern for reputation but "hopefully", suggests doubt	Concern for reputation on SM
An awful lot of people think the way they talk to people online is just clearly different	Assessment of others' behaviour using SM	Personal standards for professionalism on SM
Because we were dealing with [luxury London hotel]	Specific expectations of luxury London hotels	Luxury complaint expectations
I was shocked at what they said to my partner	Shock implies strong disappointment or expectations not met	Shock at disappointment

Super-ordinate themes from the interview transcript

Super-ordinate themes were created via the grouping of clusters of emergent themes according to similarity (Pozza, 2014) in order to identify connections between them.

For example, emergent themes such as; audience, network, helping others, sense of community were grouped together as, “the social of SM”. Smith et al. (2012) describe this process as abstraction; “putting like with like and identifying a cluster” (p96) of super-ordinate themes. Adopting this process for each interview, the researcher then combined all interviews in order to identify links across cases and links with previous and subsequent stages of data collection. Additionally, the researcher wrote a further document (memoing, Corbin and Strauss, 2008) summarising and discussing each interview, thereby ensuring the salient aspects of the interview were captured in the emergent themes and graphic representation, as well as providing more nuanced analysis of the subtleties of the interview. Table 17 below illustrates the categorisation of quotes into super-ordinate themes for the example of text from Andrew’s interview. Notably, some quotes were categorised to more than once super-ordinate theme, such as, “what they could have done”, to; “appropriate behaviour”, “complaint process”, “prior complaint experience”, and, “expectations”. Colour coding corresponds with Figure 28 on page 130 illustrating links between super-ordinate themes from this interview.

Table 17 Super-ordinate themes from interview with Andrew

Quotes from transcript	***Emergent themes***	***Super-ordinate themes***
What they should have done	Complaint expectations	Appropriate behaviour
		Complaint process (CP)
		Prior complaint experience (PCE)
		Expectations
One doesn’t	Personal standards for professionalism on SM	Appropriate behaviour
I don’t tend to…on Twitter	SM proficiency and integration	Appropriate behaviour
I suppose that is…one way	Evaluation of complaint alternatives	CP
A lot of organisations do that	Experience complaining	PCE
In terms of how Twitter works	SM proficiency	Proficiency
		Appropriate behaviour

Quotes from transcript	***Emergent themes***	***Super-ordinate themes***
What they could have done	Evaluation of complaint alternatives	CP
		PCE
		Expectations
In theory	Complaint expectations	PCE
They should have	Complaint expectations	PCE
They weren't to know	Complaint expectations Empathy for hotel	PCE
		Customer empathy for hotel perspective
They wouldn't necessarily have known	Empathy for hotel	Customer empathy for hotel perspective
I was actually quite pleased	Complaint process evaluation	CP
Responded to my tweet	SM complaint response	Complaint response time
The number of companies that don't respond	Experience complaining Comparison with other industries	PCE
		Comparison with other brands including non-luxury
Especially the larger companies	Experience complaining Comparison with other industries	PCE
		Comparison with other brands including non-luxury
When there's a crisis or a problem	Experience complaining	PCE
		Comparison with other brands including non-luxury
A classic one	Experience complaining Complaint outcome expectations	PCE
		Comparison with other brands including non-luxury
I will get a response back	Experience complaining Complaint response expectations	PCE
		Comparison with other brands including non-luxury

Quotes from transcript	***Emergent themes***	***Super-ordinate themes***
But nothing then happens	Experience complaining	PCE
		Comparison with other brands including non-luxury
I use the hashtag	SM proficiency	Proficiency
We've actually stopped flying with xxx full stop as a result of a previous experience	Experience complaining	PCE
		Comparison with other brands including non-luxury
Hopefully you wouldn't find an offensive word in any of my tweets	Concern for reputation on SM	Appropriate behaviour
An awful lot of people think the way they talk to people online is just clearly different	Personal standards for professionalism on SM	Appropriate behaviour
Because we were dealing with [luxury London hotel]	Luxury complaint expectations	Expectations
I was shocked at what they said to my partner	Shock at disappointment	Expectations

Graphic representation of super-ordinate themes

Smith et al. (2012) further suggest that following the identification of emergent themes and super-ordinate themes, the researcher produce a graphic representation of links between themes (shown in Figure 28 overleaf). "Experience complaining", for example provided a link between, "luxury hotel" and, "the complaint", as prior to the example being discussed, Andrew had experience complaining, both in the context of a luxury hotel and in other industries.

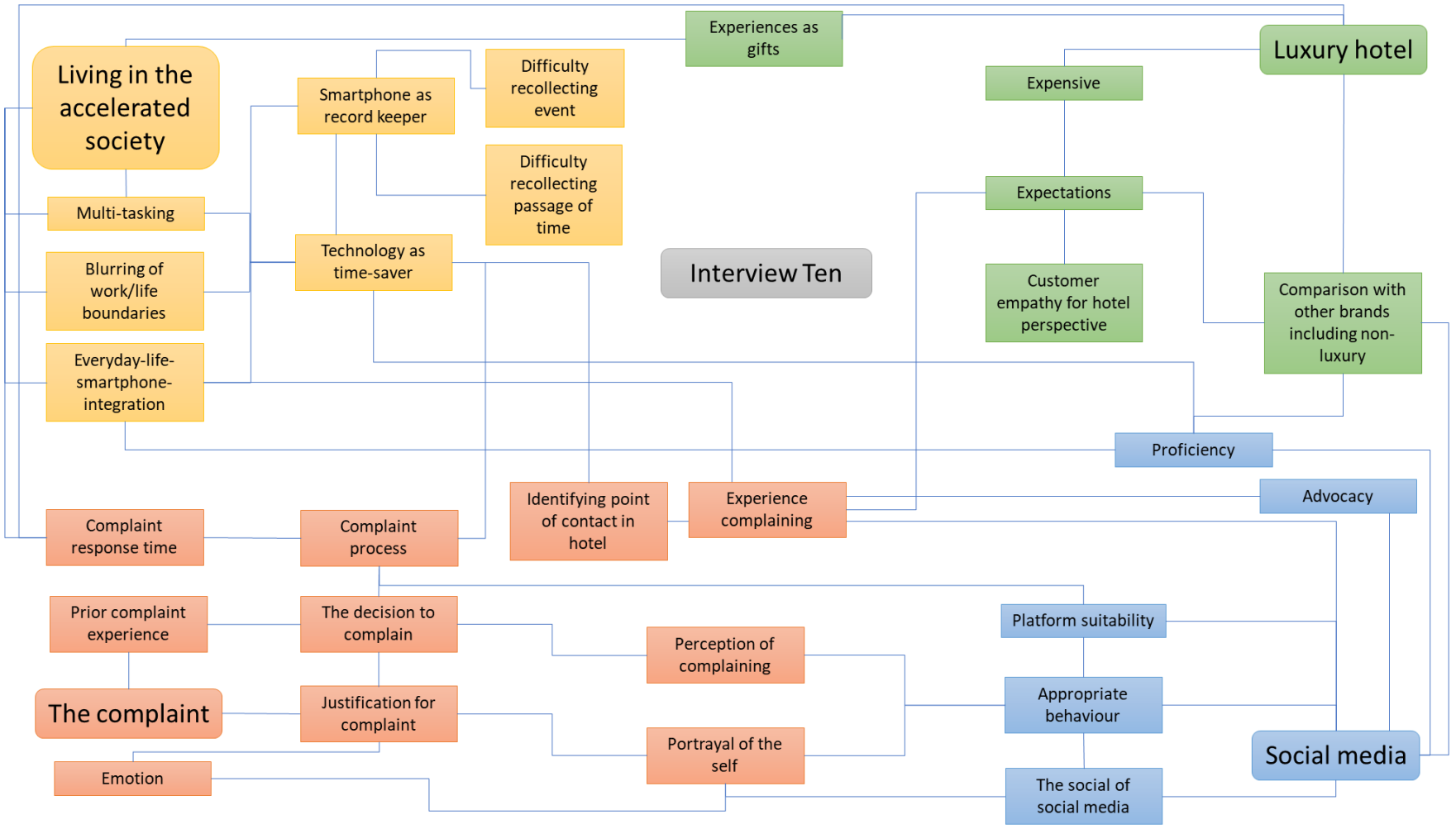

Figure 28 super-ordinate themes from interview ten (Smith et al., 2012)

NVivo 12 Data Analysis stage three

When several cases had been analysed by hand and the researcher felt familiar with the data, verbatim transcripts were inputted into NVivo 12 software (McDaid, 2019) for manual coding (as opposed to automated coding carried out by NVivo 12). At this stage, the four overall themes (the complaint, the accelerated society, SM and luxury) were amended slightly to become three (CCB using SM, temporality and luxury). As customers were discussing SM use in the context of CCB, the researcher felt it would be clearer to integrate SM quotes as a sub-section of CCB. Further, the term, "accelerated society", derives from literature, rather than customers, and so the researcher decided it would be more appropriate to code according to references to temporality. Content of the interviews, and individual quotes therein, were coded to at least one of the central themes and more often, multiple themes. Not surprisingly, the greatest volume of codes is to CCB, given this was the primary subject and purpose of discussion for the interview, from the participant's perspective.

Coding to, "customer complaint behaviour" stage three

Within the overall theme of, "customer complaint behaviour", coding was to five sub-themes; SM, process (description of any element of the process of complaining but excluding explicit mentions of SM), motivation to complain (e.g. altruism, venting), emotion (e.g. angry, uncomfortable), subject of complaint (what was complained about) and defining a complaint (descriptors used by customers to define a complaint).

Coding to "temporality" stage three

Within the overall theme of temporality, coding was according to four sub-themes identified in the interviews with customers, in order of frequency of mention (from most to least) were; customer perception of the passage of time (from one point in time to another), temporal related actions (i.e. verbs used to describe the utilisation of time), explicit mention of clock-time (i.e. describing when something took place) and time described as a commodity or resource (i.e. time described as if it can be saved and stored).

Coding to, "luxury"

Luxury codes were as follows: expectations, price, brand damage, experience, perceptions of luxury, exceptional, types of people. The greatest number of codes within "luxury", were to, "expectations" and, "price". Luxury, as the context, was less significant than CCB and temporality. Resultantly, there were no sub-codes within the luxury codes due to the reduced number of quotes within this category.

Example of NVivo 12 coding of excerpt from the interview with Andrew

As a result of the coding undertaken using NVivo 12, the original portion of text of an interview with Andrew, shown as an example throughout this section, ultimately contained multiple codes (see Figure 29 overleaf). In order to maximise the searchability of quotes for analysis, increasing numbers of codes were used.

3.8.4.7 Researcher reflection on the interviews with customers

Stage three of data collection was the most insightful of the four stages of data collection and made the greatest contribution to answering the overall research question. It was encouraging that participants who had never met the researcher were willing to take part in the research and to share their experiences complaining to a luxury London hotel. Although the researcher found conducting the interviews quite stressful at times, ironically due to increasing knowledge of temporal pressure obtained from the data, the process was rewarding and informative, providing beneficial research experience to a novice researcher. The volume of data obtained provided reassurance of the rationale for research and its review, via analysis, was exciting. The quality of interviews improved throughout stage three of data collection, such that upon completion of the final interview, the researcher's knowledge and appreciation for conducting Interpretative Phenomenological Analysis was much improved. The skills required to listen, clarify and probe developed throughout the process of gathering data during stage three.

Figure 29 Example of excerpt coded in NVivo 12

3.8.5 Data Collection Stage Four: Semi-structured interviews with senior hoteliers

3.8.5.1 Sample Selection and Recruitment

The recruitment of senior hoteliers for interview comprised purposive sampling. The identification of luxury London hotels was via the AA hotel classification system, outlined in stage two (see page 92). Oxford School of Hospitality (OSHM) has established links with all the hotels identified via the purposive sample selection. The Head of OSHM kindly assisted the researcher in identifying and writing to senior representatives of hotels within the sample, with expertise regarding online CCB. A copy of the letter sent via email by the Head of OSHM can be found in appendix four. All of those approached agreed to participate. Additionally, the researcher contacted one hotel without the introduction of OSHM (interview seven). Park and Allen (2013) used a similar technique in their exploratory research, regarding hotels' responses to online reviews. As in stage three, following acceptance of the invitation to participate in the research, all participants were provided with a formal invitation letter, a participant's information sheet, detailing the research and a consent form (copies of which are provided in appendices 5, 6 and 7).

3.8.5.2 Data Collection Process

Pilot Interview

Eight interviews with senior hoteliers of luxury London hotels were conducted in person in July and August 2018. Each interview was approximately one hour in duration and took place in the luxury London hotel in which the senior hotelier was based. Half the interviews (four) were held in a private office, back-of-house and half were conducted in a public area of the luxury London hotel, front-of-house, such as a lounge area. One pilot interview was carried out and no changes were made as a result of the pilot, although the interview process in stage four remained iterative and reflective, as in stage three with customers.

Interview Guide

A copy of the interview guide for stage four is shown overleaf (Table 18). The interview guide for stage four incorporated the conceptual foundation from the literature review, the findings from stage one (OF), stage two (SM scraping) and stage three (interviews with customers).

Table 18 Interview guide stage four with senior hoteliers

Theme	**Main Literature Stream/s**	**Key Authors**	**Question (bold) and further probes**	**Link to conceptual framework**
Group / Hotel Policy	Opening question to create rapport and as an easy introduction to topic, rather than to contribute to particular literature streams or answer the overall research question.	n/a	Please could you tell me what your complaint-handling (SM handling) policy is? Outsourced or managed in-house or combination? Group policy (standardised?) Vs. Flexibility in-house? Is SM covered by you 24/7? As well as outsource company? If a guest sends a tweet while sitting in the hotel, who picks this up? When? Who in the hotel is responsible for picking up/responding to complaints? 24/7? Duty manager? Hotel manager? When? What is the typical process for responding to this complaint made in real-time? How effective is this policy in your view? Why? Feedback from guests on this? How has this policy changed with increasing SM use?	n/a

Theme	**Main Literature Stream/s**	**Key Authors**	**Question (bold) and further probes**	**Link to conceptual framework**
How Do Guests Complain Today?	CCB: Channel/platform choice Complaint response management Complaint management in the context of luxury hotels. Temporality	Abney et al. (2017) Alrawadieh and Dincer (2019) Mattila and Wirtz (2004) Min et al. (2015) Sugathan et al. (2018) Whiting et al. (2019) Wajcman (2014)	How do guests complain in this hotel? In person / telephone / SM / email / letter What proportion of each? How challenging is it to find complaints made on SM? Lead time in discovering these?	CCB using SM. Temporality. EELC.
Changing Guest Complaint Behaviour	CCB: SM to complain Customer complaint expectations Customer motivation to complain Temporality	Bacile et al. (2018) Gunarathne et al. (2017) Istanbulluoglu et al. (2017) Ma et al. (2015) Min et al. (2015) Nardini et al. (2019) Wajcman (2014)	How has guest complaint behaviour changed in recent years? Complaints made more quickly? Perceived any change in this proportions / choice of methods used? In what ways? More demanding? Higher expectations? Harder to please? More vocal? Does the hotel receive more complaints now guests use SM?	CCB using SM. Temporality. EELC.
Increase in Guest Behaviour Speed	CCB: Speed of complaint making	Bacile et al. (2018) Gunarathne et al. (2017) Istanbulluoglu et al. (2017) Juhl et al. (2006) Ma et al. (2015)	What is the typical lead time between a guest experiencing a disappointment and complaining to you? Speed of reaction? Noticed any change in this? I.e. Faster?	CCB using SM. Temporality. EELC.

Theme	Main Literature Stream/s	Key Authors	Question (bold) and further probes	Link to conceptual framework
	Speed of reaction to disappointment Temporality	Min et al. (2015) Wajcman (2014)	Are guests complaining more quickly?	
Guest Response Expectations	CCB: Complaint response management. Complaint behaviour evolution. SM to complain. Temporality.	Davidow (2003) Fan and Niu (2016) Fornell (1984) Goudarzi et al. (2013) Sugathan et al. (2018) Bacile et al. (2018) Gunarathne et al. (2017) Istanbulluoglu et al. (2017) Juhl et al. (2006) Ma et al. (2015) Min et al. (2015) Wajcman (2014)	What do you believe guests want as a response from their complaints? What resolution? Have your responses to guest complaints changed in recent years with increasing SM use? What is your perception of how quickly guests expect you to respond to complaints? Why? In person? On SM? Is your response different in any way if a complaint is made publicly (via SM) vs. Privately? No. Of followers on Twitter, for example?	CCB using SM. Temporality. EELC.
Complaining in a Luxury Context	CCB: Luxury:	Dion and Borraz (2017) Lemieux et al. (2012) Xie et al. (2017)	In your view is complaining in a luxury context different from any other context? Why?	CCB using SM. Temporality. EELC.

The researcher guided discussion according to key themes (shown in Table 19 below) and questions in the interview guide but discussion was open and flexible, allowing the senior hoteliers to introduce salient aspects of CCB, as they determined.

Table 19 Summary of stage four interview themes

Theme
Group / Hotel Policy
How Do Guests Complain Today?
Changing Guest Complaint Behaviour?
Increase in Guest Behaviour Speed?
Guest Response Expectations
Complaining in A Luxury Context

Summary of demographic profile of interviews with senior hoteliers

Table 20 below summarises the interviews conducted in stage four. Two of the interviews had an additional member of operational staff with specific responsibility for responding to complaints made via SM in the luxury London hotel.

Table 20 Summary of interviews with senior hoteliers

Interview	**Pseudonym**	**Participant's professional role**
Pilot 1	n/a	Managing Director
Interview 1	Peter* Rosie	Chief Executive Officer Assistant Manager
Interview 2	Simon+	Operations Director
Interview 3	James+	General Manager
Interview 4	Chris*	General Manager
Interview 5	Thomas* Sally	General Manager Marketing Administrator
Interview 6	Phillip*	General Manager
Interview 7	John+	Area General Manager
Interview 8	Richard+	Deputy General Manager

**interview held in private office in the luxury London hotel*

+interview held in public lounge area of luxury London hotel

3.8.5.3 Data Analysis – Stage Four

The process of data analysis in stage four, the semi-structured interviews with senior hoteliers, followed a similar process to that undertaken in stage three and detailed from page 120. Following all interviews, all data was de-identified, manually coded and thematic analysis conducted as previously outlined in stage three. Again, memoing was undertaken in order for the researcher to reflect on the salient points of each interview.

NVivo 12 Data Analysis stage four

As in stage three, following repeated reading of transcripts of interviews conducted in stage four, and researcher familiarisation with the data, manual coding was carried out. Initially, the researcher followed the recommendations of Smith et al. (2012) in adopting IPA regarding annotations on the transcript text, seeking emergent themes, sub-ordinate themes, super-ordinate themes and connections across cases. Transcripts were then inputted into software package NVivo 12 in order to document analysis and coding. Again, there were three central themes evident in the data; CCB, temporality and luxury.

Coding to customer complaint behaviour stage four

Coding proportions in stage four were similar to those of the customer interviews but senior hoteliers discussed the subject (that which being complained about) of customer complaints to a much greater extent than customers. Sub-codes used in stage four were similar to those revealed in the interviews with customers but some of the sub-codes had different emphasis for hoteliers. For example, there was a greater proportion of coding to, “portrayal of self in complaint”, for customers than hoteliers and conversely, a greater proportion of coding to, “exaggeration”, for hoteliers, than customers. New codes were also identified in the interviews with hoteliers, such as, “boredom”, as a motivation for customers to complain, which was not mentioned once by any customer interviewed.

Coding to temporality stage four

Again, coding to temporality in stage four was in similar proportions to those of customers interviewed in stage three. However, emphasis on various sub-codes within "temporality" differ slightly between customers and hoteliers. Within the temporality code of, "perception of the passage of time", for example, hoteliers discussed time lapse to a greater extent than customers. Hoteliers were more interested in how long customers waited after experiencing their disappointment to complain, than customers. Further, when hoteliers discussed, "temporal related actions", their greatest emphasis was on, "to investigate" (complaints), where customers' spoke more regarding, "to wait". Notably, under the temporality code of, "time described as a commodity or resource", hoteliers spoke most often regarding, "spare time", while customers of, "shortage of time", highlighting a disparity of perception between how much time hoteliers perceive customers have in complaining.

Coding to luxury stage four

A greater volume of luxury codes was identified in the interviews with hoteliers (ten) than customers. During the interviews with customers, there was a greater number of codes to, "expectations", and "price", than with the hoteliers. Hoteliers spoke most often, in the context of luxury, regarding, "types of people"; descriptions of people who visit luxury London hotels. Three additional codes used in analysing interviews with hoteliers, but not present within interviews with customers were; demographic references to luxury, "technology", "innovation", and, "cultural".

3.8.5.4 Researcher reflection on the interviews with senior hoteliers

The fourth and final stage of data collection was particularly enjoyable for the researcher. Hoteliers were all keen to engage with the research and to share their experiences of complaining customers and the management of complaints made on SM. Interviews also provided insight regarding hoteliers' perspectives regarding evolving CCB. The most challenging aspect of data gathering during this stage was in persuading the senior hoteliers that the researcher was not concerned with assessing how few complaints the luxury London hotel received. Each participant was keen to explain to the researcher that only a tiny minority of customers complain

at their luxury London hotel. While pleasing for the hoteliers, the volume of complaints was not relevant to the scope of the present study.

3.8.6 Overall data analysis of all four stages of data collection

When data collection and coding, both manual and using NVivo 12, was completed, the researcher used different coloured flipchart pens and large sheets of flip-chart paper in order to increase familiarity with the data yet further. Following the suggestion of Rich (2012) to, “get down and dirty”, with the data, links between the themes identified from the data were explored, as shown in Figures 30-33 overleaf. Greater conceptualisation of CPT was facilitated via this process.

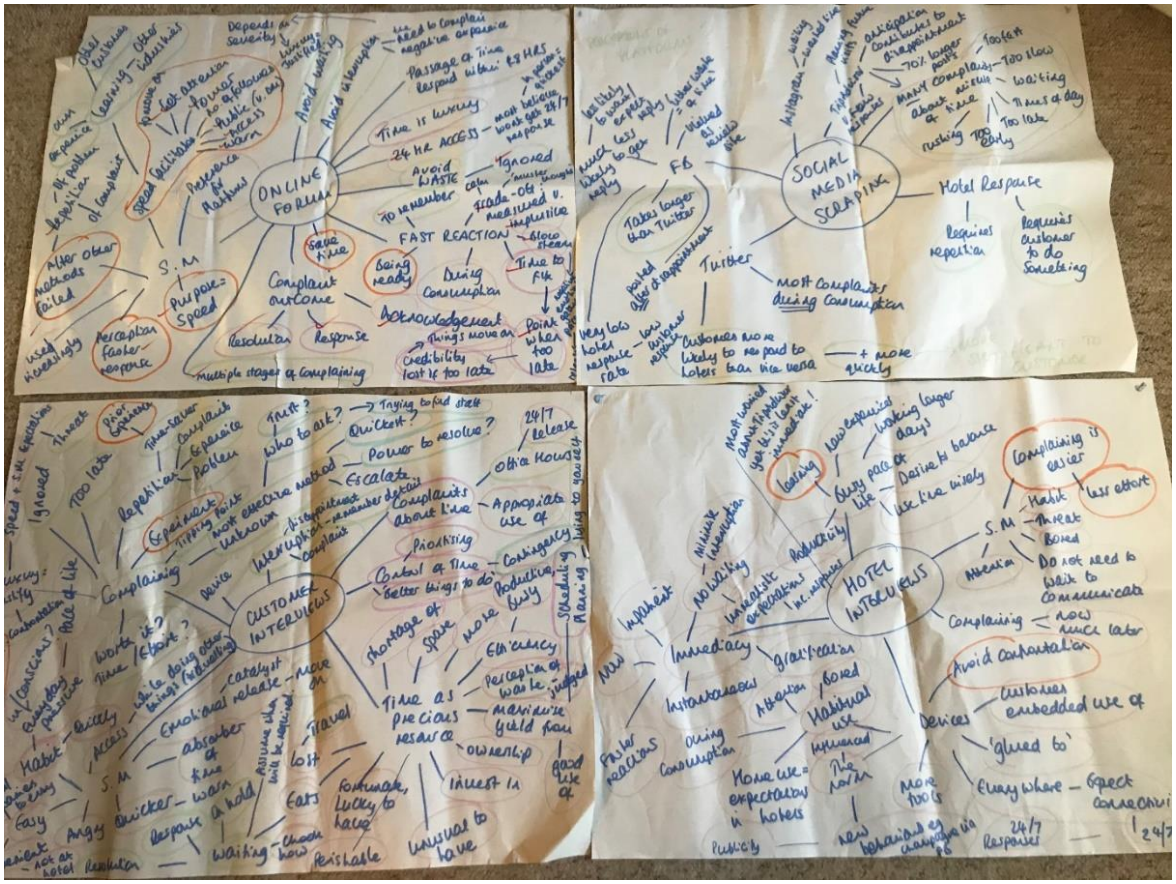

Figure 30 Getting, "down and dirty" with the data (Rich, 2012): The findings from all four stages of data collection

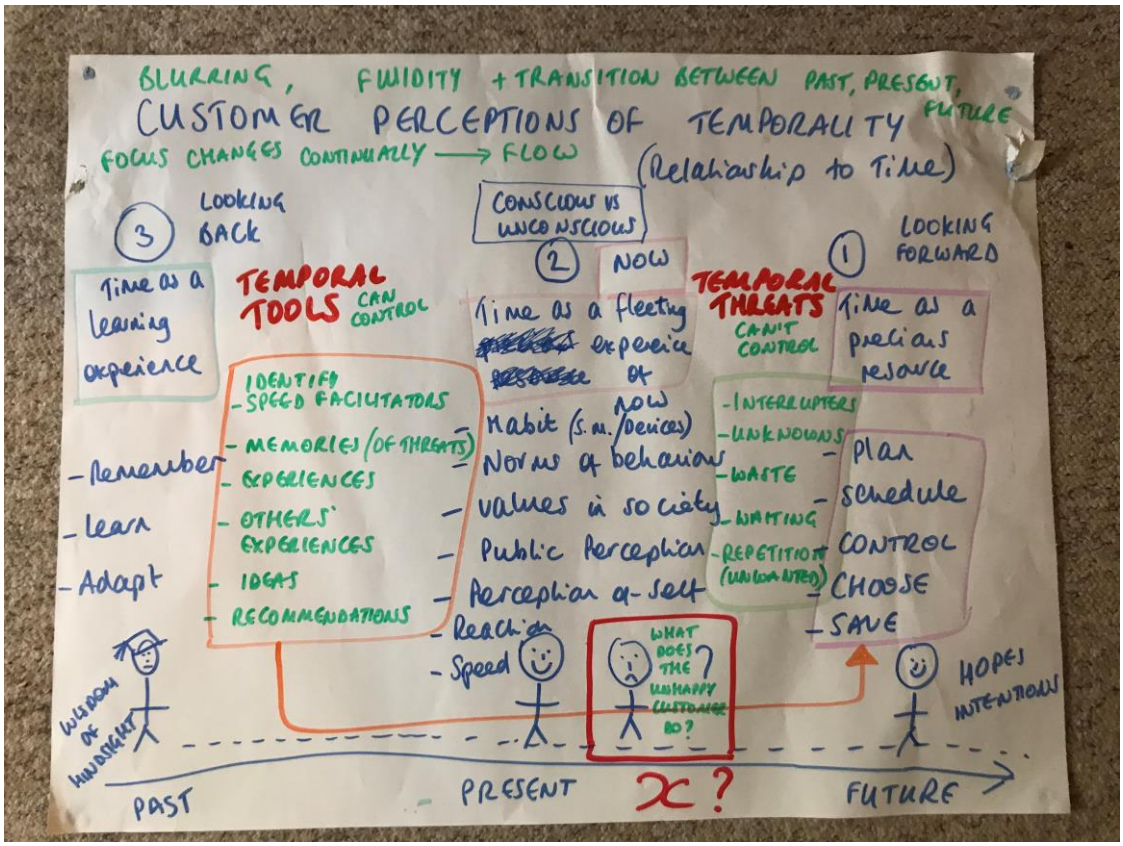

Figure 31 Conceptualising the findings image 1

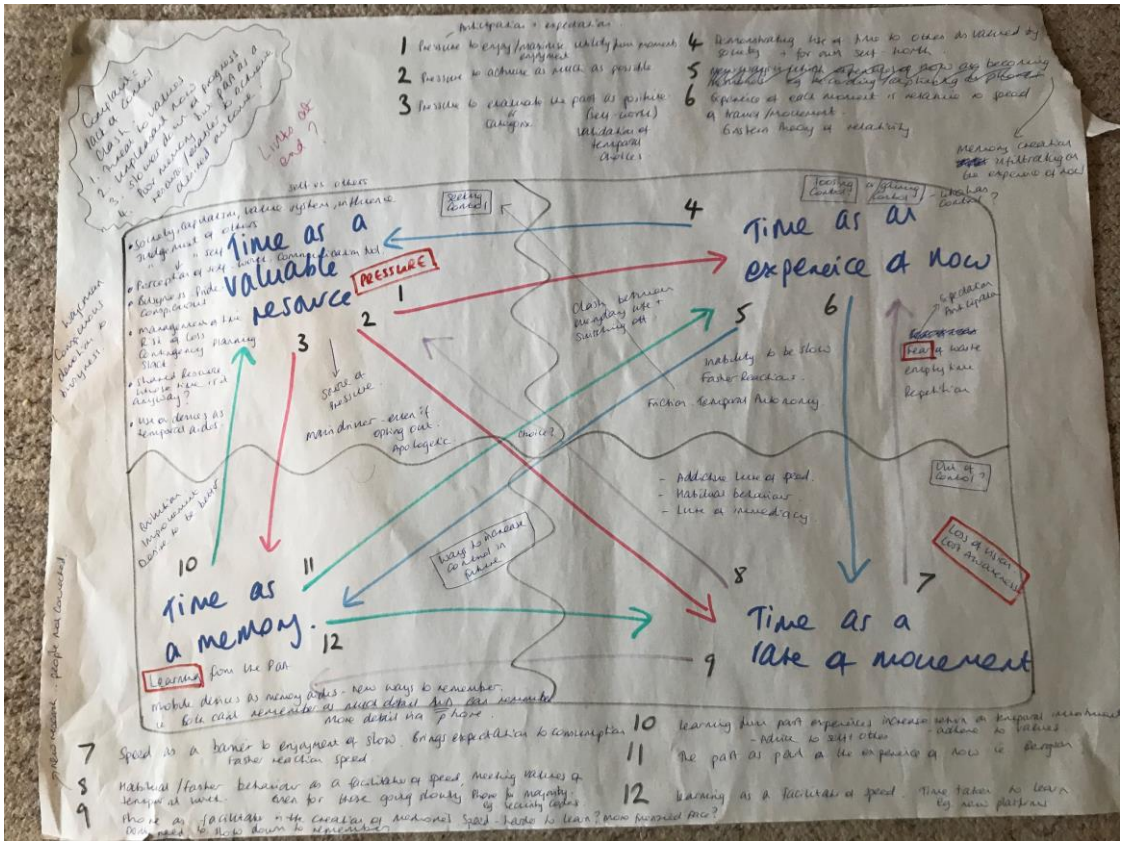

Figure 32 Conceptualising the findings image 2

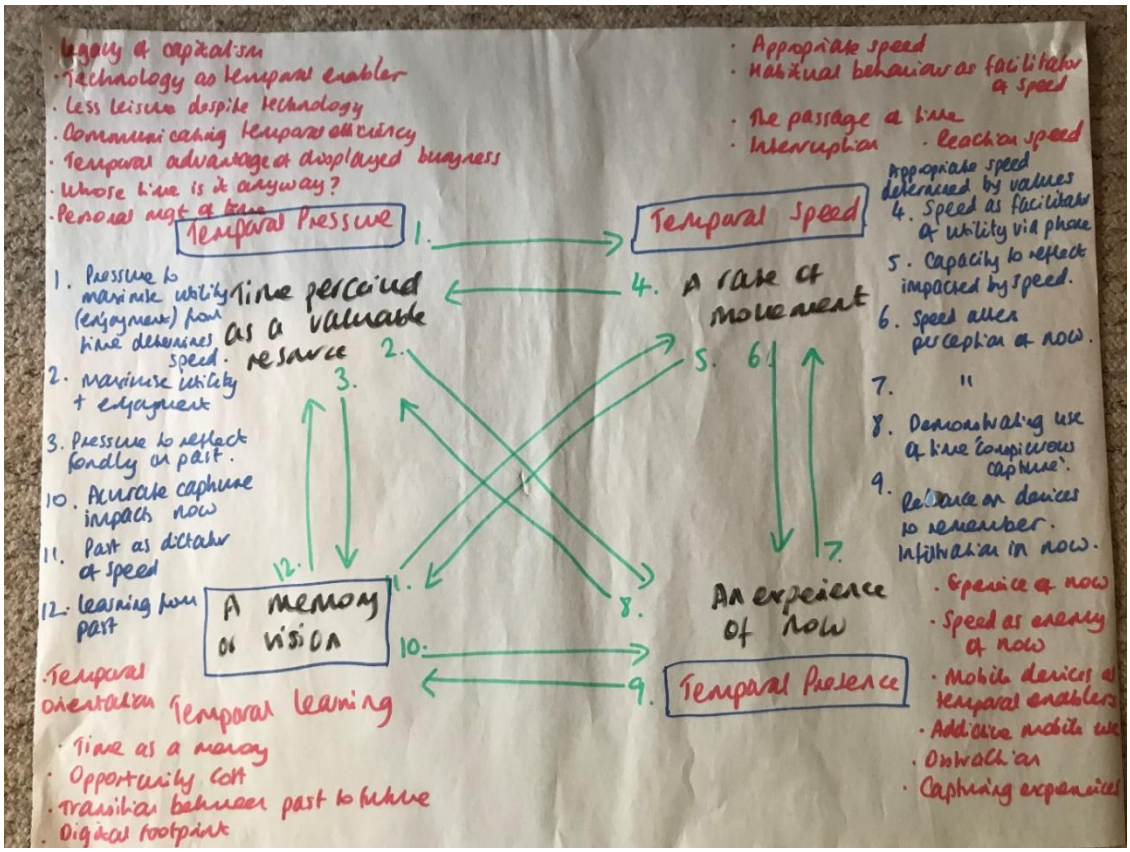

Figure 33 Conceptualising the findings image 3

3.9 Ethical Considerations

This research complies with the requirements of Oxford Brookes University Research Ethics Committee gaining approval in December 2016 (161052). Any research involving human participants requires considerable ethical consideration (Cunliffe, 2011; Fisk et al., 2010) and many such concerns have been discussed throughout this chapter. The use of Interpretative Phenomenological Analysis, for example, as an approach to research, particularly requires sensitivity, commitment and transparency (Gill, 2015; Smith et al., 2012).

In the context of researching customer complaints, there are also specific ethical concerns for the researcher to consider. Participants, for example, may, during the course of interviews, recall events that were particularly upsetting for them (i.e. those where they have complained) and therefore experienced additional disappointment and possible distress as a result of participation in the research. In mitigation for the possible distress of interview participants, the researcher carried out all interviews with details of an NHS approved counselling service, had it been requested. Further,

there was a possible risk of participants experiencing a desire to pursue a complaint further, having been reminded of their disappointment via discussion that took place during the interviews. Participants, for example, might have realised through the course of discussion that they had not received service of a satisfactory standard and therefore wished to seek professional advice in order to further pursue a complaint. In such an event, the researcher was able to provide contact details for practical support, free at the point of delivery, such as Citizens Advice or the Consumer Ombudsman.

Prior to the interviews taking place all participants were provided with a copy of a participant information sheet, consent form and a formal invitation letter, detailing the purpose of the research. Customer participants were also informed that taking part in the study would not lead to any recompense or apology from the hotel to whom they had complained. Although participants discussed disappointing events in the interviews, and in some cases, revealed personal information, to the researcher's knowledge, none became sufficiently upset, such that distress was apparent or further action required (Eynon et al., 2008).

Use of the internet in research introduces additional areas of ethical concern (Crawford et al., 2019; Kozinets et al., 2018; Lugosi and Quinton, 2018), also discussed throughout this chapter. In particular, determining whether it is ethical, or not, to use publicly available online content created by customers in research without their knowledge and consent, is often debated (Eynon et al., 2008; Halfpenny and Procter, 2015; Lolacono et al., 2016; Purdam and Elliot, 2015). Where complaints have been made via SM platforms and secondary data gathered, respondents are likely to remain unaware that their words have been seen, collected and analysed for research or that comments are public, discoverable and in many cases, permanent.

Ensuring participants' (customers' and hoteliers') anonymity when data is used for research presents an additional challenge for researchers (Farooq and De Villiers, 2017; Harris and Russell-Bennett, 2015). In the present study all data has been deidentified, including the precise combination of words in SM posts both in the OF and SM scraping, such that they cannot be discovered via search engines, such as Google (Mei et al., 2019).

Chapter summary

This chapter has delivered a detailed overview of the methodological decisions made throughout this research project. Providing a connection between the literature review, conceptual framework, and the findings of this research, this methodology chapter is of critical importance. The chapter began with an overview of the research methodology and discussion of the researcher's ontological, epistemological and axiological perspectives, thereby providing the philosophical foundations of the study. The qualitative research approach was introduced and discussion of the differences between extant and elicited online data considered. The research design comprised data gathering in two phases; the first phase via online observation in stage one (OF) and stage two (SM scraping) and the second phase via Interpretative Phenomenological Analysis in stage three (semi-structured interviews with customers) and stage four (semi-structured interviews with senior hoteliers). An overall timeline of data collection was presented before providing detail of data gathering in each of the four stages. Advantages and limitations of the research method chosen, sample selection process, the data collection process, researcher reflections of the research stage and data analysis were provided for each of the four stages. Finally, ethical considerations of the study were discussed.

4.0 Findings

4.1 Introduction

This chapter presents the findings of all four stages of data collection (shown in Figure 34 below); the OF on Twitter, SM scraping of four platforms (Twitter, Facebook, Instagram and TripAdvisor), semi-structured interviews with customers who have used SM to complain following disappointing EE in luxury London hotels and semi-structured interviews with senior hoteliers. The structure of the chapter is according to temporal themes revealed from the findings, as follows: Evolving customer behaviour, customer motivation to complain, customer motivation to complain using SM, time spent making a complaint, when complaints are made on SM, lead time between disappointment experienced and complaint being made, complaint response time and customer concern for the future when complaining via SM. Finally, the findings specific to the context of EELC are presented. The findings from each stage of data collection contribute in varying degrees to each theme, as indicated in the text.

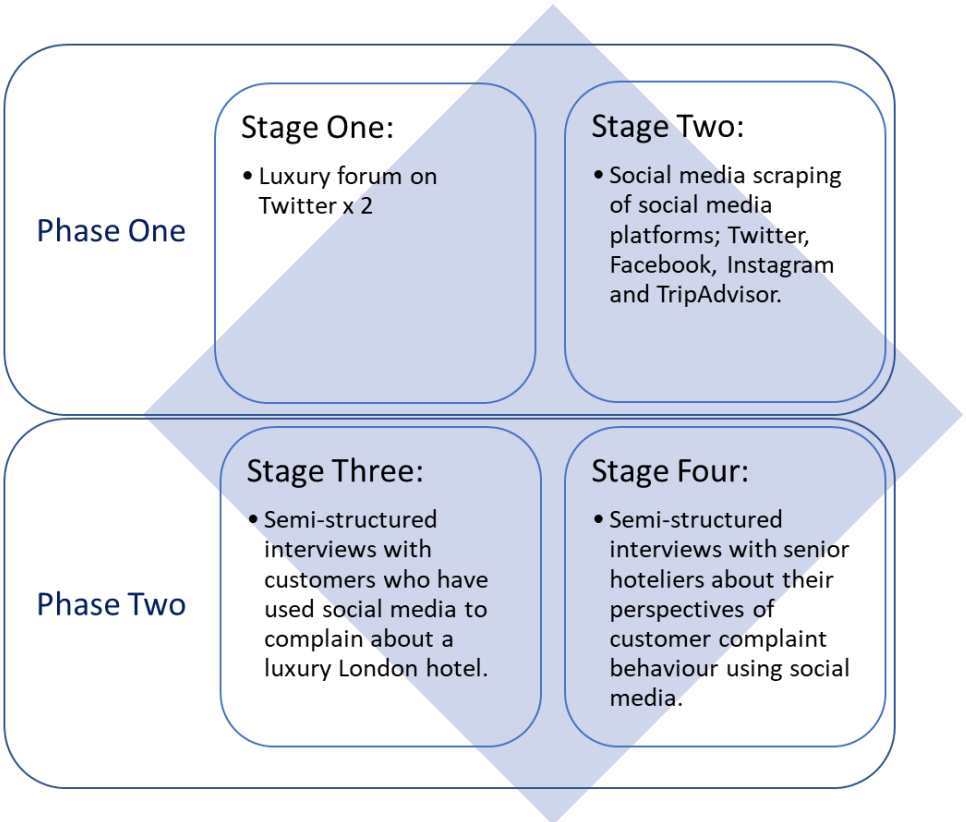

Figure 34 Overview of four stages of data collection

4.2 Evolving customer behaviour

4.2.1 Evolving customer attitudes to temporality

John, a senior hotelier with decades of hotel management experience, describes in some detail his perceptions of changing CB, specifically within the context of customers' evolving attitudes to the use and value of time. Several temporal phenomena are evident in the following interview transcript excerpt as John describes his observations of the changing behaviour of corporate guests in his hotel. Phenomena include; being busy, a desire for increased work-life balance arising from being busy, working longer days, wanting to use time wisely when away from home due to work commitments, wanting to learn and have new experiences so that time is used efficiently and not wasted, comparisons between the leisure and corporate hotel customers, constant connectivity, finding it hard to fit breaks in a busy working environment and the health (mental and physical) implications of living at such societal speed.

> *"That's how it has changed a lot and you see nowadays the executive for example; the executive traveller. Before, you go to the meeting and then you don't want to go out, order room service. Now, people are balancing life a little bit more and taking a little bit of time to enjoy and that didn't happen before…. because it's so busy. Of course, your day will be longer but people are saying, okay, I'm here…let's use the time and learn something else, and see something else and that's happening, that's happening a lot, a lot. We see it through concierge. It's very interesting how that has, you know…before, they will ask only about the restaurant and the executive… you would see them coming back [from work/conference] and ordering room service. Now, they are asking about different things, the different options in their free time. Go to the musical or go to the whatever. That was only limited for the leisure market. Now the corporate is going for that little bit of ….I think people have learned to …because the world is going so fast and you have to work so much, people are….balancing that with their own time on …and you have to, because otherwise you just… you are connected 24 hours"*
>
> (John, hotelier)

Customers themselves also spoke of their perception of an increasing pace of life, such as the desire to achieve as much as possible within short periods of time. Some customers discussed a feeling of being expected to move or progress at pace, on a collective, societal scale;

> *"It's all so instant nowadays"*
>
> *(*Basil, customer*)*

> *"A couple of hours or even a day or so is perfectly acceptable for me but not for the majority of the rest of the world"*
>
> *(Gilly, customer)*

Gilly went further in comparing her life in one part of America to another, explicitly discussing her perceptions of varying pace of life within geographic regions of society;

> *"I mean I would say it's definitely gotten better since I moved from the East Coast ten years ago. I think the pace here on the West Coast of the States is a little different, um, yeah. They're a little bit more laid back. I feel that like on the East Coast people are like moving at a thousand miles an hour and here they move at like maybe eighty. So, there's like still pressure to get things to be done in a timely manner. Because that's the environment I grew up in, I'm always like in a hurried mood, like compared to other people, like sometimes I might have to… that I come across in like my day to day (laughs) so I don't feel as much pressure as I used to. I still feel that urgency to get things done as soon as possible and I still feel a frustration when I feel it's not being addressed quickly in general and I feel like that's just again the California vibes again. I feel like people are like we'll get to it…its' not life or death…we'll get to it today at some point…not we'll get to it now. We'll get to it sometime this week whereas in New York they'd be like, drop everything and tackle it now"*
>
> *(Gilly, customer)*

4.2.1.1 Customers' desire for faster speed

In recollecting their experiences of complaining, all customers frequently discussed their perceptions of the passage of time. Sub-themes within this explicit mention of temporality were any mention by participants of how long a period of time was perceived to be; eventually, quickly, immediate or instantaneous. Notably, the majority of references in the interviews were to; "*immediate or instantaneous*" or, "*quick*", suggesting these were particularly important to customers.

Hoteliers interviewed also observe that many customers increasingly desire faster service;

> *"They [customers] want it (clicks fingers) to be quick, easy, you know, hassle free, instant almost, you know… Everything is so instantaneous."*
>
> (Philip, hotelier)

> *"I think it's just that they expect everything very quickly"*
>
> (Rosie, hotelier)

> *"Speed…people do… I think people generally are a little impatient. People want immediacy."*
>
> (Richard, hotelier)

In attempting to understand and explain customers' changing behaviour and desire for speed, hoteliers Chris and Sally offered suggestions explaining why this might be;

> *"Because this is the age of the twenty first century, you know, when we look at our society, you know, you go to a restaurant really and if somebody tells somebody to wait 45 minutes before you get your meal served, this is already…. because people are used to you know street food cooking, people are used to their fast food chains er, used to Deliveroo and you pick up the phone and within… if it's not here in fifteen, twenty minutes, it's like my God, you know. The world stops turning. It's the end of the world as we know it, this instant gratification in a positive versus negative way. I think it's become second nature to all of us to a large extent."*
>
> (Chris, hotelier)

"I think with SM growing this strong. Everybody wants it now (clicks fingers). I want the champagne at one o'clock in the night; I want it now. I think the demand is higher definitely."

(Sally, hotelier)

4.2.1.2 Busyness

Closely linked to perceptions of an increasing pace of life, the majority of customers spoke of being busy. Busyness or having much to do within a specific portion of time and thereby experiencing pressure to utilise time wisely, was often raised by customers themselves, without prompting, throughout the interviews. However, feeling busy was most often discussed with a sense of pride by nine out of thirteen customers interviewed. Examples of quotes from customers are as follows;

"Constantly constantly busy…I do so much. I have so much to do. So much I want to do…as they say, if you want a job done, ask a busy person"

(Alice, customer)

"So, I don't like to not be busy. So, I have a number of…I obviously have a full-time job. Um I volunteer with about three different organisations … I don't love a quiet life in any case so happily busy but definitely busy"

(Jean, customer)

"My life is very busy (laughs)"

(Polly, customer)

4.2.1.3 Time described as a valuable resource

Time was frequently described by customers as a commodity or resource thereby implying that it was something to be valued and used wisely. Customers articulated time in similar ways to that which one might refer to other commodities such as money, food or energy. Language describing the utilisation of time included; waste, spare or in short supply. Consequently, customers interviewed revealed a feeling of pressure to utilise units of time wisely as Basil's quote demonstrates.

"I think that most of us feel that we're time pressured"

(Basil, customer)

Table 21 below shows a summary of customers' quotes during the interviews conducted in stage three, discussing time as if a highly valued resource.

Table 21 Quotes from customers interviewed suggesting time is viewed as a commodity or resource of value

Quote
I'm time-precious and conscious of my time
I think I'm huge on my own personal time management. I'm always managing my diary, my day, my to-do-list throughout that day and prioritising
I'm very conscious of my time
There's always pressure on your time to do other things
You know, I try and control my time as much as I can
It wasn't a huge investment in time
I'm always being conscious of my return on investment of my time
Yes, I could probably do with an extra day …you know sometimes you just don't get anything done in a day and some days you get a lot done
I just don't know where the time goes. I just never seem to have enough really
I'm reasonably strict with my time
So that I don't feel stressed that I've run out of time
I'm really fortunate to have the time to do the things we do
I think I'm really really lucky [to have time]
I'm not going to sit here for 12 hours
I've got better things to do
It's my time

4.2.1.4 Shortage of time

As a commodity or resource, time was sometimes described by customers as something some felt they did not have enough of;

"I'm short of time"

*(*Basil, customer)

"Obviously, my time is limited"

*(*Roger, customer)

"Not a lot of free time"

(Terry, customer)

When asked if they felt short of time customers replied;

"Quite a bit yes"

(Terry, customer)

"I just don't know where the time goes. I just never seem to have enough really"

(Alice, customer)

It is important to note however, that being asked if you feel short of time in the accelerated society may result in affirmative answers because these are perceived to be valued within that society. In a similar way to customers being proud to be busy participants may be answering with what they think the interviewer wants or is expecting to hear. Only one customer said that she did not feel short of time but then added that she thought she was unusual in this;

"I think I'm really fortunate that I don't work full-time. I have all the holidays off, all school term time holidays off and I don't really feel like I am short of time. I think I am very fortunate …that I have much more time than lots of other people is the way that I look at it. I think I'm really, really lucky"

(Connie, customer)

4.2.1.5 Wasted time

Where time is valued, it follows that assessments of time not being used wisely, are considered to be wasteful. Time where viewed as a perishable commodity creates pressure on customers for it to be utilised as much as possible. A few customers described use of time as an opportunity cost, implying some risk involved in the evaluation of the efficient utilisation of time, also describing the challenge of not knowing in advance whether or not time will be used wisely by undertaking a particular activity in preference over another;

"We could have gone somewhere else in that time"

(Alice, customer)

"I wish I had my four hours back"

(Gilly, customer)

"Because that's twenty minutes I could be working"

(Jean, customer)

Time is also described as something to be invested where particular activities utilise efficient yield for investment of time where others do not;

"Yes, and a disproportionate amount of time"

(Roger, customer)

Some customers are conscious not only of having their own time wasted but nor do they want to be seen to waste others'. Time is viewed by some as a shared resource and that an individual not only has the potential to have their own time wasted but the power to waste somebody else's time; therein viewed as a responsibility;

"I don't want to feel I'm just somebody who raises something that's just a waste of time"

*(*Basil, customer*)*

"I just don't want to waste anyone's time"

(Stephanie, customer)

One customer described time as something that can be lost, implying a loss of control or a passive element to the management of time;

"I travel a lot for work and mostly in the car so of course then you're losing hours and hours"

(Jean, customer)

Kurt acknowledged that time can be more easily wasted using SM platforms and losing awareness of the passage of time;

"Those nights where you realise its three o'clock in the morning or one o'clock and, why on earth am I scrolling through the machine (phone) and

seeing the rubbish that people post? Do I need to know that someone I knew 16 years ago just collected mushrooms in the woods?"

(Kurt, customer)

4.2.1.6 Spare time

There are occasions for some participants when time, viewed as a commodity, is in greater supply than at other times. Time was sometimes described as something without any allotted plan to it, such as empty or unscheduled time;

"I had time to kill"

(Alice, customer)

"When I get, you know, ten minutes to sit down"

(Prunella, customer)

"My wife had headed to the bathroom, the kids were quiet and peaceful and I had a moment to go, this place is awesome"

(Kurt, customer)

The quotes above imply there is some variability and unpredictability to when and how often time is spare and that having time to spare often arises unexpectedly.

4.2.1.7 Customer assessment of time taken

Where time is perceived by customers as a valuable commodity, in order to ensure the most efficient use of it, measurement of how long various activities may take becomes significant in a society that values that commodity. However, being able to determine in advance the precise length of time for an activity seems to be challenging for customers. Participants frequently expressed doubt or difficulty in assessing how long something would take by using words such as, "*probably*", and, "*about*";

"I would say probably it would take …. I don't know 15-30 minutes depending…

(Roger, customer)

"Probably half an hour, forty-five minutes"

(Jean, customer)

"All of that probably happened in less than thirty minutes"

(Gilly, customer)

and Gilly further added;

"Because you never know how long it's going to take for something [to be fixed]"

(Gilly, customer)

One customer, in discussing the difficulty of assessing the length of time it will take to perform certain activities (in this case, how long was spent using SM), used the word, "*lie*", thereby suggesting individuals might be deceptive, deliberately or not, whether to themselves or others. Similarly, there is an implication, others might disapprove of certain utilisations of time, where some tasks might be considered wasteful and others not.

"I would say I think you end up lying about these things because you don't tot it all up. Um probably an hour a day if I average it all out. Some days it's more some days it's less"

(Jean, customer)

Another customer interviewed asked the researcher at the commencement of an interview, "*will it take the full hour?*", highlighting both the difficulty in knowing for sure how long something will take and the desire to assess the potential cost/benefit evaluation of any time invested prior to full commitment to such investment. The temporal length and sequence of events might be important because of later, scheduled activities planned, relying on the finishing time of the previous activity (as in critical path analysis). Many participants mentioned the varying amount of time it took to write SM complaint posts. TripAdvisor reviews for example, were said to take longer, whereas tweets on Twitter, less so.

4.2.2 Evolving customer use of technology

4.2.2.1 Mobile device use by customers

Customers interviewed are increasingly choosing to complain via tablet and smartphone, with the majority (ten of thirteen interviewed) predominantly using the latter. The extent to which use of SM platforms and/or technological devices formed part of the everyday experience of customers' lives was mentioned by many participants; customers and hoteliers. Customers prefer to use platforms and devices to complain with which they are comfortable and in the habit of using regularly. High levels of proficiency and integration of SM platforms and devices in customers' everyday lives was viewed both as a time saver in the sense of being habitual and requiring less effort and therefore minimising interruption but also as a potential time absorber; something that could easily involve wasting of time. One participant (Sybil) explicitly mentioned that her experience and high level of integration of SM platforms within her life resulted in her needing to think less about how to complain; that it became instinctive. Examples of quotes demonstrating the integration of mobile devices in many customers everyday lives are shown below;

> *"Your phone's always in the hand"*
>
> *(*Basil, customer*)*

> *"If I haven't got my phone in my pocket …I have to come back to collect it"*
>
> (Andrew, customer)

> *"I use it rather a lot actually. Because it's my business phone as well."*
>
> *(Alice, customer)*

Hoteliers also recognise that customers are increasingly using smartphones in a non-complaint context, while visiting luxury hotels:

> *"I think if you look around… and we know, that most people are glued to their devices most of the time"*
>
> (James, hotelier)

"I think people are embedded into using their phones so how can you compete.... more and more people want to communicate that way"

(Richard, hotelier)

"Well it's the way that life is now… how people live their lives today, how we work, how attached we are to devices and how on the go we are, on the go mobile applications and all the rest of it…. It's all quite scary you know, actually how reliant we are but then that reflects then, how people interact with the hotel. It's the same thing."

(Philip, hotelier)

James, a senior hotelier, identifies evolving social norms arising from widespread adoption of such mobile devices:

"I think nowadays it's become more acceptable for somebody to perhaps be sat at a table taking photographs of their food"

(James, hotelier)

"Lots of people taking photos"

(Peter, hotelier)

"People are on their phones…people especially at Christmas with the tree up wanting to come into the lobby to take photos. They come in; almost like a museum, tourist attraction."

(Rosie, hotelier)

One of the ways in which increasing use of smartphones by customers in luxury hotels is evident is the hoteliers' discussion of the adaptions made to their service offering as a result. Hotels are pleased that evolving CB through increased smartphone use provides a new opportunity for increased marketing and ultimately, higher revenue. However, determining which technological advancements and rapid CB changes to respond to is challenging;

"You don't know what will happen next, what will be the next tool. Things go so fast"

(John, hotelier)

> *"That [methods of communication] has changed a lot and I think will continue to. I think it's just figuring out how you use it. What you do"*
>
> (Richard, hotelier)

> *"So, we're moving in that direction. We're trying to leapfrog. We're coming from a place where we weren't innovative enough and we're trying to leapfrog a great deal to get ahead of the curve. I think it's true to say that hotels historically have not been at the forefront of innovation because it is quite complicated. Everything is so instantaneous."*
>
> (Philip, hotelier)

During an interview with James, a senior hotelier, an interruption from his smartphone notification led to an unprompted discussion regarding his hotel's recent implementation of a real-time concierge smartphone communication system being trialled with guests:

> *"Here I can ultimately see…we've got a guest here [looks at phone] who's said [via phone application] any news on their room? So, it's quite…this is obviously very interactive, it's now…I'm not really sure…I'll follow it up. Proving that in action! If that's not …we have… the way this is set up is that if that's not responded to within five minutes, I would then get a notification to say that its overdue. Though for the most time I will let that run but I would also know if that's not picked up by somebody."*
>
> (James, hotelier)

In further explaining why the hotel has adopted this form of mobile technology for use with guests, James states;

> *"I would say for myself I'm, erm, a personable chap but there would perhaps be times where I would probably send …in a hotel I'd …I would quite easily send a text when I wanted something, to avoid speaking to somebody."*
>
> (James, hotelier)

Explaining this new real-time text service, adopted at his hotel, can help to direct complaints away from SM, James continues;

> *"It gives us the opportunity, so I think that's…as well as face to face, that's given us another mechanism, or guests another mechanism, to communicate if there was something wrong with their stay."*
>
> (James, hotelier)

Similarly, part of another hotel group, John described how his hotel has adopted WhatsApp as a means of communicating with guests in order to facilitate their need and habitual use of smartphones in real-time. He acknowledges some of the operational difficulties in doing so;

John *"I didn't mention that but it is very important. WhatsApp has become…. and the reason I give WhatsApp to the guest is to… not only myself but my whole team so they have access and they can……everything goes through WhatsApp. It happens a lot, a lot, on a daily basis. "I have a comment" … "I need this" … "this happened in my room" bla, bla, bla*

Researcher: *Are guests using WhatsApp for complaining as well?*

John: *Yes absolutely. Absolutely. "Your front office manager didn't want to give me access to the club."*

Researcher: *So that must be keeping a lot of complaints offline and in-house?*

John: *Yes. Correct.*

Researcher: *People can use their phones without telling everyone [via SM]?*

John: *Correct. It is very good. It's more demanding for a hotel because it's you know, WhatsApp you read at any time, so you end up responding as I said; 2am, 3am and you don't disconnect sometimes and you are more obliged to respond immediately because guests will know if you've read or not.*

Researcher: *Yes, of course - the guest can see what time their message was read instantly!*

John: *Absolutely. So, once you read it you've got to respond, otherwise, they will say "he read it and he didn't care".*

Researcher: *And they're [guests] doing that more than phoning?*

John: *Yes. They do it a lot. A lot. A lot. It's interesting.*

While discussing CCB, Simon explained his hotel's decision to provide tablets in guest bedrooms as an additional service;

> *"I think the seasoned savvy traveller these days just expects to connect without having to necessarily pick up the phone [to speak]. I know if I'm staying in a hotel my preference if I'm ordering in-room dining is to actually speak to someone and explain what I want but guests are quite happy here to order their meal online, hit send."*
>
> (Simon, hotelier)

Simon continued to describe how his hotel is offering seamless service delivery because customers prefer to minimise interruption to the pace of life, including during their arrival at a luxury hotel;

> *"There are services that we offer here in the hotel where if we're picking somebody up from the airport we'll offer would they like to place an order whilst they're in the car so that when they arrive at the hotel, and we know roughly what the ETA will be or if it's our chauffeur who is bringing them in he can be connecting with the hotel to say I expect to be arriving at six o'clock in the evening, and if the guest would like to have a bottle of beer, some snacks, we could then have that in the room within 15 minutes or 5 minutes of them checking in….. I think you know if you're maybe ….a professional business man or woman, actually, it might be suitable for you knowing that you're going to get to your hotel with some work to do when you get there, you've been travelling throughout the day, you want to just sit and relax but yes, having a salad or you know depending on whenever it may be a bowl of soup and a glass of wine ready in your room on arrival is just what you want. Other people may say well actually my first plan actually is to jump in the shower and freshen up and chill out and watch the World Cup and then I'll decide on whatever it was I'm planning on doing."*
>
> (Simon, hotelier)

The hotel in which Philip is General Manager is part of a hotel group that has a smartphone app allowing guests to check-in and out, as well as pay the bill remotely, such as with an airline. In explaining the reason for this, Philip confirms evolving CB;

> *"It's very important … understanding about how people live their lives today, how we work, how attached we are to devices and how on-the-go we are, on-the-go mobile applications and all the rest of it"*
>
> (Philip, hotelier)

While wanting to take advantage of customers' use of smartphones, hotels also express frustration. Richard described his disappointment regarding ways in which customers are so used to using smartphone applications in their everyday lives and therefore that they continue to do so when staying at a luxury hotel. A summary of a conversation between him and the researcher is shown below;

Richard: *"more and more [customers] are using in-room delivery; Just Eat, Uber Eats etc."*

Researcher: *"whilst they're actually in the hotel?"*

Richard: *"Yes."*

Researcher: *"Are they allowed to do that?"*

Richard: *"Yes. We don't like it. But if they're paying three hundred quid for a room and that's what they want to do it's a difficult one. We tried in the past to put a charge for cutlery that involves room service going up but we got so many complaints for that… "what do you mean - we're staying in your hotel?" But you think, okay how can we counter that…is it because our food isn't good? I don't think so. I think people are embedded into using their phones so how can you compete? Could you have an app? Would people download another app? I'm not sure. Then you've got to think about WhatsApp. Okay you could WhatsApp room service because people use WhatsApp. Then that becomes more difficult and you ask why don't you just pick up the phone?"*

(Richard, hotelier)

Similarly, Thomas was baffled when describing the case of a guest who had used Facebook to order room service, rather than call to ask using the in-house telephone and then complained about the delay in receiving it;

> *"I don't mind…I don't have a problem with instant response. I don't have a problem with that. So, if a guest wanted a bottle of champagne in their room, to me, the logical thing is to ring room service and get a bottle of*

champagne. To me, it's not common sense at this moment in time to go through Facebook to get a bottle of champagne when you're sat in a room. That to me doesn't make sense. That doesn't make sense to me…. Yes, so why? So, for me, if I would need a bottle of champagne in my room the logical thing to do would be to call reception and of course if you're sending it on Facebook you might not get it straight away (laughs)."

(Thomas, hotelier)

His colleague, Sally however, offered her explanation;

"I think because they're used…maybe they're comparing it to their private life and you're messaging and you're getting instant replies"

(Sally, hotelier)

4.2.2.2 Social media platform use by customers

Customers interviewed made many references to the extent to which their use of particular SM platforms formed part of their regular day to day life and their competence and preference for using one particular platform, in preference to others. In using terms, such as, "*my default*", "*tend to use*", and, "*day to day tool bag*", customers imply adoption of time-saving techniques in their SM use.

"I think because it's part of my day to day tool bag, if you like, in terms of how I work and how I communicate…. I'm quite active on SM"

*(*Basil, customer*)*

"Twitter's my default SM"

(Jean, customer)

"Well I use Twitter. I don't tend to use…"

(Andrew, customer)

Most hotelier participants also described observing increasing use of smartphones and SM by customers when in the hotel. Richard, a senior hotelier stated his belief that for those customers who regularly use SM platforms, doing so while in the hotel was more likely;

"If you're sat in a conference and … you use Twitter a lot that would be the way…It tends to be those people who use it [SM] anyway."

(Richard, hotelier)

4.2.3 Evolving customer complaint behaviour

When asked how they would define a complaint, customers interviewed varyingly stated, it is an, "*an expression of dissatisfaction about a product or a service*", or, "*an opportunity... for service recovery*", "*raising your issues, you have with the product or service that you have received which you're not happy with*" and that it is, "*about improving service; it's about giving them some criticism that they can actually build upon and make things better*." In each of the aforementioned definitions, complaining as defined by customers interviewed is concerned with making improvements; whether to their own situation, that of other potential customers or the hotel itself. The interviews with senior hoteliers in stage four confirmed that CCB, as CPT, evolve, providing justification for the present study. Most of the hotelier participants have worked in the hotel sector for many years and believe that CB generally has evolved, and will continue to change during the course of their careers. One significant change in the method customers use to complain today, compared with the past, is adoption of SM as a means of writing about disappointing experience. Hotel participants observe ways in which customers complained in the past;

"Before, you hardly heard anything…well…people didn't have the means, the ways of communicating so much; probably a letter or shouting in the lobby but yes that's it…it's changing"

(John, hotelier)

"Previously … you had the guest shouting face to face"

(Richard, hotelier)

"Something I know because I've been doing this a long time…when I was first in hotels it was the letter before…I used to say to my colleagues years ago there's nothing worse than the middle-aged man with a word processor because when word processors came out and email, writing a letter was a bit of an effort. You had to get your letter, your envelope, your stamp"

(Peter, hotelier)

Hoteliers observe their operational adaption as a result of evolving CCB:

> *"It went from being, oh we'll see what people are saying, it doesn't really matter, to being now in the core of operation…. I think the internet and SM has just changed the landscape; hugely…our SM following and activity grows every month"*
>
> (Richard, hotelier)

> *"I think obviously we all recognise that SM; the immediacy of it, the transparency of it, erm, the opportunity for both good and bad comments is very, is very, erm, real."*
>
> (Thomas, hotelier)

However, this research also finds, as revealed from Peter's quote below that some hoteliers' concern is diminishing over time as they believe SM use is less of a threat than previously feared.

> *"I personally think the consumer is getting a bit bored with it [using SM to complain]. I don't know…my personal view is that people are getting a bit more educated now…I'm not going to say it doesn't damage a brand but I'm certainly not going to have people sitting at the other end of Twitter"*
>
> (Peter, hotelier)

Customers themselves acknowledge their complaint behaviour has changed over time. For example, customers interviewed explained their increasing reliance and use of mobile devices in their everyday lives and that this has impacted their complaint behaviour. Similarly, customers describe their growing adoption of SM platforms, including to complain. It appears that the problem of needing to complain meets with the everyday integration of mobile devices and SM platforms in interviewed customers' lives, seemingly providing a solution. However, customers also recognise their choice of methods to complain is influenced by hotel complaint management systems as Basil explains;

> *"If I go back five years, even, you know, I'd have probably had to fill out a comment card at reception"*
>
> *(*Basil, customer*)*

4.2.3.1 Customer complaining experience

Customers vary in the volume of experience they have of making complaints. Experience is described by some customers as a tool used to predict future complaint outcomes, thereby implying temporal benefits. Where customers have prior experience of; making complaints, using SM and/or visiting luxury hotels, assessments are made regarding probable/possible outcomes in complaining via different methods. There was evidence from the findings of the nascent nature of complaining via SM platforms. Some customers described complaining via SM platforms as an experiment or implied it was a method to complain that they had yet to become experienced in. Customers inexperienced in complaining via SM demonstrate the emerging nature of this as a method to complain.

> *"I thought I'll just put a tweet out just to see if it …if anything does happen"*
>
> (Andrew, customer)

Now an advocate of complaining via SM, Alice described her first experience of using SM to complain;

> *"My youngest son, I said to him, "I'm really cross about this and I've contacted this company and they're just not doing anything about it" and he said, "oh tweet it mum". I said, "what's the point of that?" and he said, "they don't want people to read it". He said, "just tweet it right away. It can go worldwide mum"*
>
> (Alice, customer)

Basil explained that he tries various methods to complain in order to assess which is more effective. Metaphorically collecting knowledge and experience in this way may help customers increase the speed of response or resolution to their complaints in the future, should the need to complain arise. Customers demonstrate that they are looking for time savers in their everyday life, including when complaining. Examples include; previous experience of complaining, previous experience of using specific SM platforms to complain and making contacts with senior management in hotels in the event of a possible need to complain in the future;

> *"I've got a contact at that hotel now"*
>
> (Basil, customer)

The extent to which customers are confident of future outcomes based on their prior experience vary. Words used by some customers during interviews such as, "*think*", "*probably*", "*obviously*", "*generally*" and, "*might*" are used which all infer forecasting of possible complaint outcomes but with some implicit doubt. Most customers discussed their perceptions of likely outcomes given their various possible CCB.

> *"I now know that business is interested and they're keen to fix those issues."*
>
> (Basil, customer)

> *"It's normally dealt with quickly"*
>
> *(Polly, customer)*

> *"If I phoned up, then I wouldn't get to speak to the right person. They might have to go and find someone".*
>
> (Prunella, customer)

Sentences such as, "if I…. then x would happen", were used;

> *"if that wasn't successful, then obviously I would…"*
>
> *(Roger, customer)*

Professionally, Sybil explains how she believes her own experience of using SM professionally, facilitated improved responses to her complaints made using SM.

> *"I am actually in the PR business so I know how to raise awareness and get a company to sit up and notice your complaint"*
>
> *(Sybil, customer)*

> *"I'm aware of how long the process will take".*
>
> (Roger, customer)

> *"I can certainly use it to my advantage because I know how to work the system"*
>
> (Gilly, customer)

4.3 Customer motivation to complain

Fundamentally, customers' motivation to complain is an impetus to complaint action. Therefore, in seeking to understand CPT in complaining, customers' motivation to complain must be explored; why do customers spend their time complaining? Customers interviewed provided a range of different reasons explaining their motivations to complain. The majority of customers interviewed cited altruistic concern as one such motivation. Whether in seeking to help other customers, either by hoping to improve the experience for those who may visit in future or advising them to avoid the luxury hotel altogether, customers also expressed wanting to provide feedback for the benefit of the hotel itself, such that profits might not suffer as a result of disappointing service provided. Many customer motivations to complain incorporate more than one reason and only two customers interviewed stated that they simply wished for an explanation for their disappointing experience. Other motivations included; venting, seeking remediation, an acknowledgement or an apology.

Venting

Venting, as a motivation to complain was described by those customers advocating it as a cathartic process or at the very least as a consolation if the overall aim of the complaint had not been realised. Involving some form of emotional release, venting was described by customers as a method to release feelings of disappointment, frustration and/or anger. Prunella reveals, in her experience of venting, her expectation that complaining might not achieve any other outcome than for her to feel she has, "*done something*".

> *"I think sometimes you vent your frustration if you've had a bad experience. If you write it down and you write it out and you've sent it, you feel oh well at least I've done something"*
>
> (Prunella, customer)

Remediation

Customers' desire for remediation, as a motivation to complain, takes many forms. Some are eager to be offered monetary recompense, mentioning the high price of their visit to the luxury London hotel within their complaint. Other customers explain that they do not necessarily want a refund of money already spent and that some

form of compensation, such as a gift voucher or the offer to return to the hotel on another occasion would suffice. For others, heightened awareness of the constraints of time influence their desire for remediation when complaining, preferring to achieve remediation while still in the hotel and consuming the experience in the present moment. Similarly, some customers express a concern for the potential for his or her disappointment to be experienced by others in the short term. When asked, "why did you decide to complain?", examples of answers involving remediation were as follows;

> *"To improve it … I'd like to have something rectified"*
>
> (Connie, customer)

> *"Solve my problem and ensure that it doesn't happen to anyone else."*
>
> (Stephanie, customer)

> *"I would like refunds"*
>
> (Alice, customer)

> *"I just want things to be put right"*
>
> (OF)

Gilly explains that often more than one motivation to complain occurs and this is influenced by the specifics of the disappointment experienced;

> *"If there's something that's visibly wrong, you know, so, I want it to be fixed. So, if I'm there and the bathroom is dirty or something is broken, I want that to be rectified as soon as possibly obviously. Um, if I feel service hasn't been very good I really just kind of want my complaint to be heard and acknowledged. Hopefully they will try and make amends…not make amends but you know, try harder to perform more at that service level that they should be providing at. I'm not necessarily looking for anything specific it's just more you know feedback and wanting to be acknowledged".*
>
> (Gilly, customer)

Gilly's use of the word, "*obviously*", to explain that she seeks the problem to be, "*rectified as soon as possible*", illustrates both her temporal expectations as well as an assumption that others would have the same expectation. There is likely however, to be variation in when customers' views of, "*as soon as possible*", occurs, where for some customers it is now, and for others, at a time of their choice, such as during dinner when they are not in their hotel bedroom.

Acknowledgement

A few customers stated their motivation to complain was simply for their disappointment to be acknowledged by the luxury London hotel and that this would be sufficient.

> *"I'd expect it to be acknowledged. To say yes actually we acknowledge this. Yes, we actually you know…thank you for bringing it to our attention. We've acknowledged that you've noticed this"*
>
> (Connie, customer)

> *"Just to come over to acknowledge the fact that something's gone wrong"*
>
> (Terry, customer)

> *"Believe it or not, acknowledging me is all I expect. Not looking for anything for free."*
>
> (OF)

Apology

Slightly more than half of those customers interviewed (seven of thirteen) described wanting an apology from the luxury London hotel for the disappointment they experienced. However, there was dissatisfaction expressed among some customers regarding their perceptions of apologies which were not deemed to be genuine or that were perceived to require little effort on the part of the hotel. Some customers mentioned receiving, "*generic apologies*", which they considered to be insincere and therefore worth little.

> *"I thought it was fairly generic…there's part of me that says yeah, they read their feedback, maybe they'll act but whilst the words change slightly*

between the different responses it is all fairly generic…. I have low expectations from large organisations in compensation and apologies".

(Kurt, customer)

Basil implies, in his use of the word, "*even*", that for a luxury hotel to apologise was perhaps the least they could do to meet his expectations;

"She didn't even apologise"

(Basil, customer)

Compensation

Only one customer throughout all four stages of data collection mentioned compensation and that was during one of the OFs;

"A bottle of champagne fixes most things."

(OF)

4.3.1 Temporal disappointment

This section presents evidence of complaints where time itself has been the cause of a customer complaint and therefore had a role in the customer's motivation to complain. Examples are provided in this section of temporal mismatch experienced as the reason for disappointment and cause for customer complaint. Time and issues relating to the mis-management of time, as perceived by customers, are identified as contributory factors in many customers' initial desire to complain (prior to any assessment of subsequent response). Examples are shown in Table 22 overleaf where temporal issues were offered as an unprompted part of the story of dissatisfaction in the decision customers made to make a complaint.

Table 22 Time as the subject of complaint

When	Temporal complaint example	Quote	Customer
Enquiry	Expiry date of gift voucher	The voucher is now useless	Andrew
Pre-arrival	Anticipation of booking as a contributor to disappointment	It was a treat for me, a day out which somebody had given me as a gift so I had been looking forward to it. It had been in the calendar for that date quite specifically so it was a real let down and disappointment	Sybil
	Arriving too early for afternoon tea	We arrived a little bit early	Alice
	Arriving too early to check-in	We got there about one o'clock and you couldn't really check in until three o'clock	Prunella
	Arriving too late to check-in	I cancelled your reservation twenty minutes ago because you hadn't turned up	Kurt
During stay	Timing of turndown service	I do not want turndown service at 5pm because I will be at… the pool until 6 and then I'll go to the room …the room will obviously be clean from the morning and I want to have a shower and for them to come and move the towels, bring the new ones after I've gone to dinner so one thing that annoys the hell out of me, coming back from the beach at six o'clock and the curtains are closed and	Stephanie

When	Temporal complaint example	Quote	Customer
		they're not going to come back to do the cleaning again or whatever	
	Timing of staff holidays	We rang and asked for a cocktail and were told oh sorry you can't have that and when we asked why we were told the bar tender's on holiday	Connie
	Kept awake during the night due to other guests' behaviour	Because I've not had a good night's sleep	Jean
	Timing of breakfast	Breakfast was delivered late	Stephanie
	Time taken for a response to a query	It took him two minutes to finally come back and say oh yes breakfast was included	Basil
	Waiting	We've already waited half an hour	Alice

Clock time is defined in the literature review (see section 2.3.1 Evolution of perspectives of temporality on page 18) as the description of time for the purpose of communicating precisely when occurrences took place (past), are taking place (present) or are due to take place (future). All of those interviewed used clock time throughout their speech in order to explain and describe their experiences, unprompted, when recounting their CCB. Many of the complaints gathered via Twitter during stage two of data collection contained a temporal element, summarised in Table 23 overleaf, structured as; distant past, recent past, present and future.

Temporal analysis of content of complaint tweets.

Table 23 Complaints gathered via Twitter containing a temporal element

Temporal analysis of tweet	**Sub-category of tweet**	**Example tweet/s**
Distant past – nostalgia	Comparison of present visit with past	"Not like days gone by when we used to stay. No longer home from home. Very sad"
Recent past	No response to prior complaints	"I emailed Thursday about rude staff on the phone but still waiting for a reply"
	Repetition of complaint making due to lack of response	"Hello, you said you wanted to resolve my complaint about the poor experience we had with your hotel and told me to DM you but, as I've said before, how can I if you don't follow me?"
	Wasted time on a recent visit	"xxx was my favourite place in UK but after eating there-for few days me and my friends have had severe food poisoning. Wasted time being ill, reported to xxx but I'm frustrated by the way it's been handled"
Present – complaints either while in situ at the hotel or written in the present tense	Problem in situ at the hotel	"I've been sat here for 20 mins. No-one came to my table. I had to search for someone. He bought an orange juice and a menu but has long since disappeared"
	Difficulty finding a member of staff while at the hotel	"I'm now at your hotel but I'm not happy with service from your staff. Who can I speak to please?"
	Waiting for service while at the hotel	"I'm now at what was once considered the best bar in the world but I've been waiting for someone to take my order for over 20 minutes"
	Inappropriate speed while at the hotel – too fast	"while your interiors are impressive the unceremonious rushing to take our money and send us away left a bad taste"

Temporal analysis of tweet	**Sub-category of tweet**	**Example tweet/s**
	Inappropriate speed while at the hotel – too slow	"your Wi-Fi and internet service is disgraceful"
	Waiting for a response from the hotel	"I have been here on hold for 20minutes now wanting to book afternoon tea. Email voucher fails to send via system. Your computer service is shocking."
Future	No reply to questions regarding future visits to the hotel	"I've tried to email you twice to amend a booking. Disappointed in very poor service. Any chance you could reply?"
	Concern that speed of a future visit would be inappropriate	"very disappointed with afternoon tea reservation options. I checked the availability for four days but it says there is only one time available and we have to give it up after 1 ½ hours!
	Environmental concern	"we had a lovely lunch with you at xxx for my birthday today! However, I'm appalled that each sugar cube is wrapped in plastic! How unnecessary! Please reconsider this."

Tweets have been categorised according to; distant past, where complaints sometimes have a nostalgic element, the recent past, such as a recent disappointing experience, the present, where a complaint is being made while the customer is currently in the hotel at the time of posting the complaint and the future, where the complaint voices concern for possible future visits to the hotel or outcomes. Many of the temporal complaints mention being ignored or receiving no reply to a previous enquiry. Some of these tweets concern a lack of response to a complaint but others are wanting to book services or spend money in the hotel.

4.3.1.1 Waiting

The subject of most of the complaints gathered from Facebook concerned being asked to wait. Of these, customers disliked being asked to wait for; a bedroom to be ready to check-in to, a table to be set up, luggage to be brought to a bedroom, queueing to leave coats in a cloakroom, to return to the hotel following a fire alarm, waiting for service of food including meals and afternoon tea and waiting for bedrooms to be cleaned during a stay, cocktail service. One guest complained about the lack of baby changing facilities, needing to use a guest room for this purpose and that her husband was left unattended during a celebratory afternoon tea experience, waiting for her to return. A complaint gathered from Facebook concerned the customer's perception of making a request as a waste of time;

> *"Service was bad. I assumed the server was new because she took orders then returned to ask us how we wanted steaks cooked. Waste of time because we all got the same - medium rare. Then we waited five minutes for the sauce that it should have been served with in the first place."*
>
> *(Facebook)*

Similarly, being asked to wait was often a cause for complaints on TripAdvisor. Examples include; waiting for a manager to respond to a query in the hotel, waiting for a food order to be taken, for a bedroom to be ready to check-in to, for luggage to be brought to the bedroom, food alternatives to be offered in response to a food allergy and for drinks to be served.

4.3.1.2 Inappropriate speed of service delivery

There were some references to speed (fast and slow) made in the complaints gathered from SM scraping.

Service too fast;

> *"We found the waiters were rude and arrogant. The meal was rushed with the bill presented almost as soon as I put my spoon down"*
>
> (Facebook)

> *"It all felt very rushed at this hotel. They wanted us in and out as fast as possible. The waiter made us both feel extremely uncomfortable, as if we did not belong there"*
>
> (TripAdvisor)

Similarly, hoteliers confirmed they receive complaints from customers that speed in the luxury hotel is too fast;

> *"If you go to some of our competitors you can stay for the whole afternoon and they'll top you up [with tea] whereas we have five sittings so you've got a defined time. So again, these are things we will frequently get comments on. "I felt I was rushed, they put the bill down after an hour and a half""*
>
> (Peter, hotelier)

Conversely, customers' reasons for disappointment when making a complaint sometimes concerns their disappointment that speed is too slow, as hotelier Peter explains;

> *"We get quite a few comments on food delivery times. We're a Michelin star restaurant so it takes a half an hour for a main course to come out because again you'd be amazed [about the complaints], "I waited 20 minutes". 20 minutes is not unreasonable at all for Michelin and the whole point of a [luxury London hotel] dining experience is it isn't actually rushed, so part of it is you need to just relax but that isn't something tangible again. You may well be the type of customer who likes to be in and out in half an*

hour but you're not coming to the right place if that's what you want. As I say it's very hard to …because the variety of things that people will write to you about, they're writing to complain about something that is implicit in booking in a hotel like this."

(Peter, hotelier)

"Let's say the coffee for breakfast takes five minutes and it's not here straight away and that would be reason enough already to write a huge complaint and say, like, you ruined our entire stay".

(Chris, hotelier)

"Someone's going crazy 'cause their room isn't ready five minutes past check in time"

(Rosie, hotelier)

Complaints gathered from SM platforms also confirm service perceived as being too slow disappoints some customers;

"Lovely staff and lovely food but I'm afraid the service was slow"

(Facebook)

"Slow, cold, inattentive service"

(Twitter)

"Breakfast service was super slow with a 40-minute wait for cold tea!"

(TripAdvisor)

One customer also mentioned speed in the sense of wanting to leave the hotel quickly due to their poor experience;

"This was the worst meal I've ever had, a terrible experience. We couldn't get out of there quickly enough"

(Facebook)

4.3.1.3 Scheduling

The findings reveal scheduling can be challenging for customers. Scheduling demonstrates the importance of planning and allocating portions of time for various activities in advance. However, there are difficulties in the accurate estimation of time and knowing with any certainty how long things will take. Frequently, scheduling was mentioned by customers when discussing the subject of the complaint or disappointment itself either because the hotel did not meet the customer's scheduling expectations or because the customer him/herself had not adhered to the hotel's scheduling expectations, such as by arriving too early to check in, or not using a gift voucher before the expiry date. For some customers the scheduling of the luxury experience itself contributed to the anticipation, expectation and resultant disappointment experienced. Customers described the complications of scheduling, such as knowing in advance the precise moment of arrival, leading to a potential for wasted time. Alice, for example, describes a rigidity of scheduling as a cause for her disappointment;

> *"He said no we can't fit you in until your [reserved] time…You know you have to book kind of months in advance and specify a time that you're going to arrive"*
>
> *(Alice, customer)*

One customer described his attempts to adopt strategies using scheduling to allow for the possibility of lost time;

> *"I'll leave a level of …contingency so I target to get out of the office at 4.30pm every day and I may not leave til 5pm or 5.30pm but the expectation is I won't be home til 6pm so I have that hour and a half window with some wriggle room…so that I don't feel stressed that I've run out of time"*
>
> *(Kurt, customer)*

The difficulty of coordinating timed or scheduled events with others is apparent in each of these examples. Individuals living within the accelerated society appear to find it challenging to identify precisely how long an event will take (often unknown; such as travel time to a hotel) or to fit within temporal constraints (such as using a voucher within a specified period or arriving at a hotel after specified check-in time).

In making these scheduling attempts, the customer's aim is to maximise yield of time as a resource and thereby minimise wastage in the form of unnecessary waiting. Data gathered from TripAdvisor also revealed complaints were sometimes made regarding the planning of activities within the hotel. For example, guests were frustrated regarding a lack of flexibility of opening hours (such as in the hotel bar), wanting to organise a later check-out time and poor communication of a planned fire alarm test. Additionally, a complaint that staff do not have enough time to spend in providing a satisfactory service was illustrated in a complaint about ineffective staff scheduling as a cause for disappointment;

> *"Housekeeping appeared short-staffed. At one point, after being out for the day, we came back to find our room had not even been serviced. Ultimately, someone arrived in the early evening hours and a pathetic, minimal, less-than-5-minute 'fluff' was completed by a seemingly harried and decidedly grumpy individual."*
>
> (TripAdvisor)

4.4 Customer motivation to complain using social media

A wide range of customer motivations to use SM platforms to complain were revealed throughout the data collection and these are presented in the following sections. Critically for the present study, all of the customer motivations for adopting SM to complain have a temporal implication. Basil summarises his motivation to use SM to complain and reveals his belief regarding the temporal advantages of doing so. Examples Basil cites include; complaints can be made instantaneously, writing complaints requires less temporal investment, less waiting is involved, less movement to different areas of the hotel is required, reduced likelihood of repetition of complaint making and reaching *"the right people",* more easily;

> *"I think that's one of the benefits of SM as well that I hadn't thought of until you just asked that question, is that time is precious and it's very easy to make that complaint. Bang, bang, bang, 140 characters, it's on Twitter and post it rather than, right okay, I'm gonna leave the restaurant now, I'm going to go to reception, there's probably going to be two or three in the queue to the receptionist, I'm going to have to explain it all over to the receptionist, the receptionist – how seriously are they going to take it?*

They might tell a member of management, then I've got to go through it all over again whereas, as we've talked about before, my feeling is that Twitter gets more quickly to the right people that I want to raise it with"

(Basil, customer)

Similarly, a participant of the OF confirmed SM is perceived to be a method for complaining more quickly;

"SM - probably quicker than walking to reception!"

(OF)

4.4.1 Improved complaint response

Customers interviewed frequently discussed responses (actual, probable and possible) to their complaints and that these were considered prior to complaint actions. All customer participants discussed the frustrations of receiving no response to a complaint. The findings presented in Table 25 in section 4.5.1 Duplication of complaint making on page 192 reveal that SM is often used because customers were disappointed with the response to a complaint they had already made.

"I would only go on SM if it cannot be resolved"

(Sybil)

"If I feel that addressing the issue face to face cannot help in any way or it is being ignored"

(OF)

"For every one of my tweets is a dozen calls/emails/letters not responded to."

(OF)

Not receiving a response has a strong temporal implication; the original complaint viewed by the customer as wasted time and further, repeating a complaint involves further investment of time; a double whammy. In using SM to complain, all customers interviewed suggest their belief that a response will be improved in a variety of ways; that a response is more likely, a response will be received more quickly and the quality of response received will be higher than complaining via an alternative method. Most

of those interviewed suggested complaints made on SM resulted in the likelihood of a response to a complaint being increased because of the public audience of those complaints;

> *"if it's seen by the public erm as well as them they'll perhaps be more likely to do something about it"*
>
> *(Terry, customer)*

> *"it's [SM platform] a much wider audience."*
>
> *(Connie, customer)*

Further, many customers were aware, and indeed considered in deciding which method of complaining to adopt, of the potential damage they could do to a luxury brand by making a public complaint on SM. This was sometimes viewed as the key facilitator of SM in eliciting a faster response;

> *"Hospitality businesses are conscious of what's being said on SM"*
>
> *(Basil, customer)*

> *"Everyone's concerned with the public perception of their brand"*
>
> *(Jean, customer)*

> *"I think for them it's almost like it's a cut and they need to stop the bleeding because that story that I'm unhappy can be retweeted and retweeted and retweeted and shared."*
>
> *(Gilly, customer)*

4.4.1.1 Increased likelihood of a faster complaint response

There is a perception among many customers interviewed (four of thirteen) that complaining via SM will elicit a faster response;

> *"On SM the response, the response time has been much quicker and much more direct and effective"*
>
> *(Connie, customer)*

"If you're doing something on Twitter it's because you need a quick response or you want something to be rectified or can be dealt with quickly"

(Roger, customer)

"I think organisations respond quicker if it's done on a social platform."

(Polly, customer)

"If you want an immediate reaction you need to tweet about it".

(Alice, customer)

Further, one participant is mindful of the audience of her posts on SM at particular times of day;

"Many [in my SM network] commute so many are using SM around the five o'clock mark because they're on the underground or whatever"

(Jean, customer)

4.4.1.2 Increased likelihood of a better complaint response

When complaining in person, finding the most appropriate person, perceived by the customer to have sufficient authority to act on the complaint, to contact to make a complaint in person is challenging for some customers. Jean's quote below demonstrates that customers, when faced with a desire to complain do not always know who is the optimum person in the hotel to approach;

"*Whoever it was I needed to speak to"*

(Jean, customer)

"Access to decision makers"

(OF)

"Some chains are much better at SM responses than face to face given my very recent experiences"

(OF)

Some customers believe SM is preferable as a method to complain because they are not convinced those they complain to in person would have sufficient authority to resolve the problem to a satisfactory outcome.

> *"The key phrase is empowered - it's frustrating to be told that they feel badly but can do nothing"*
>
> (OF)

Many customers interviewed were concerned with the difficulty of identifying who would be the best person to respond to their complaint and that SM might provide access to more senior staff more quickly, thereby speeding the CP up. Most customers interviewed used the term, "*to escalate a complaint*", describing a commonly held view among customers that speaking to, "*a manager*", would be required to receive a successful complaint outcome.

4.4.2 Convenience

Customers spoke positively regarding performing activities more easily via SM including making complaints.

> *"I think it's [Twitter] perfect. It's easier to use"*
>
> (Stephanie, customer)

> *"I find it much more user friendly … and quicker, easier"*
>
> (Sybil, customer)

> *"I guess it was easier because then I didn't have to do any research into um who I would have to contact...I just feel that I suppose it's more convenient"*
>
> (Polly, customer)

Hoteliers also recognise convenience and requiring minimal effort as advantages for customers in using SM to complain;

> *"I think interestingly for me in my years of experience, that's the one advantage that SM allows people, is that you know, from their phone, their*

tablet; whatever their circumstances, whether they're travelling, at the airport, they can be sharing their feedback. They don't necessarily have to wait to get to an office or wait to get home to make a phone call."

(Simon, hotelier)

"It's easy. For me it's simple to do it. It doesn't take that much time. ….and I think it will continue, it will continue growing."

(John, hotelier)

Similarly, Terry explains the convenient process of complaining via SM;

"I suppose in the way that its instant you can just type it down or write it down quickly and without fearing you've got to go through a switchboard or speak to various people and email two or three people to get to the department so I suppose when you just do it on Facebook or Twitter then you can just say what you're wanting or what the problem is and get it down quickly."

(Terry, customer)

Convenience was also described as being able to combine activities at the same time, such as making a complaint while travelling. Roger explained how he used his mobile device to catch up with administrative jobs;

"Yes, that's what I was travelling with [tablet]"

(Roger, customer)

"I see a value from TripAdvisor because I can literally at any point in time I can pull it out and go okay"

(Kurt, customer)

4.4.3 Reduced waiting in the complaint process

Earlier sections of this chapter (see section 4.3.1.1 Waiting, page 175) determined that waiting is a cause of disappointment for customers. Customers dislike waiting and seek to avoid this. However, waiting takes many forms. Customers do not mind waiting if they can progress with other activities of their choice in the meantime. For example, waiting in a queue, either at reception or on hold to a call centre is viewed

as wasted time whereas waiting for a response to a SM post is waiting time where the customer can progress with other day to day activities in the interim. Having the choice over what to do during waiting time seems to contribute to the cancelling of the negative effects of it. An assumption from one customer, that complaining in the hotel in person will involve waiting;

> *"You know the hotel general manager often has other jobs, they're busy, you have to wait"*
>
> *(Connie, customer)*

Similarly, customers do not like waiting in a queue, such as on hold in a phone call;

> *"I don't want to be holding on the phone for 24 hours or 30 minutes"*
>
> *(Stephanie, customer)*

> *"I can't stand being on hold, it's just so old fashioned"*
>
> *(Jean, customer)*

> *"Just to be sat there waiting, then that's unacceptable"*
>
> *(Terry, customer)*

Further, waiting in a queue to complain was raised by Basil as a reason to complain using SM;

> *"One of the reasons why I will instantly jump to SM to make that complaint while obviously still sat in the restaurant rather than going to queue at reception"*
>
> *(Basil, customer)*

4.4.4 Reduced repetition of complaint making

Despite the findings revealing SM is often used after having already complained using an alternative method (see Table 25 in section 4.5.1 Duplication of complaint making on page 192), one of the advantages of complaining via SM articulated by customers was not needing to explain the complaint in person on more than one occasion. Some customers stated their perception that if a complaint was made in person at a hotel the customer would not have access to a senior employee immediately and so would be required to repeat his or her complaint to a more senior manager at a later point

in time. It was not mentioned however, that even making a complaint via SM might also require repetition, such as being asked to send a direct message on Twitter in addition to the initial complaint tweet, as is often the case.

> *"I don't want to stand and explain it to someone at reception who then says, okay I'll raise it with my manager, and then the manager gets hold of you, either sometimes instantly or sometimes a day or so later and then you've got to explain it all over again."*
>
> *(Connie, customer)*

> *"So, I went, speak to your night porter and they were like, oh come over tell me all about it. I said I really don't have time to tell you all about it, that's why I told the night porter"*
>
> *(Jean, customer)*

> *"I used Facebook because I didn't know who to contact once I'd left the place"*
>
> (Terry, customer)

4.4.5 Accurate record keeping

Many participants described their use of handheld devices as memory aides, often actually referring to them during interviews while recollecting their complaints. Memory and forgetting precisely what happened during the disappointment is an important part of complaining in real-time, when used as a record keeper and memory aide because the conscious act of remembering or recording information consumes both time and effort. The extent to which complaints are forgotten due to; the passage of time, they become less important as time passes or because they had been committed to device, rather than human, memory is unknown.

> *"Oh yes sometimes I do [take pictures of food while in a restaurant] …I tend not to whilst I'm eating but if I'm with a bunch of friends, so if for instance, it's a tasting menu or something like that, then, um, yes, that sometimes happens"*
>
> (Andrew, customer)

4.4.5.1 Remembering complaints

It is not surprising that customers express a dislike of having to wait in any capacity, including making complaints. It seems that memory is an important part of customers' choice of complaint method in the context of the use of SM. However, references coded to this node also included those regarding use of devices or SM platforms as record keepers or aide memoires. Table 24 below presents a summary of different references coded under the, "*to remember*", sub-theme.

Table 24 Examples of quotes coded under, "to remember"

Categorisation of, "to remember"	**Quote**
Difficulty remembering the complaint made or precise sequence of events	With you referring to my tweet, I'm thinking, crikey, what did I say? What did that relate to? I couldn't remember now and I might not remember. (Basil) I don't remember in this particular case. I'm pretty sure I did but they …. if memory serves. (Roger) I can't remember exactly now. (Sybil)
Phone as record keeper	Hold on, I can probably tell you …if I have a look…at…messages (Andrew) I'd have to go back and look (Roger)
SM platform as record keeper	I can tell you exactly. So, um.... hold on…back to mentions…okay so in fact um…so I it looks like I sent the message out on … (Andrew) I feel like it was one o'clock ish something like that? Let me see if I can see on my Twitter (Jean)
Having to remember as a job to do	I'll just do it instantly then it's done and I'm not thinking oh I must remember to put a complaint in or contact them or something (Terry)
Important enough to remember	I think if its annoyed you enough then you'll do it within three days otherwise it's not that important to you and you've

Categorisation of, "to remember"	Quote
	sort of forgotten about it and oh well you know I'll forget about it (Prunella)

One customer described his desire to complain quickly because it was about, "*capturing how I'm feeling at that moment in time*" (Basil). Similarly, Roger suggested to complain sooner, rather than later, would increase accuracy and thereby the quality of the complaint made;

> *"I'll kind of do it as soon after the event as possible just to make sure that my memory is fresh".*
>
> *(Roger, customer)*

> *"It's [memory of disappointment] going around in my mind and making me feel anxious or down"*
>
> (Terry, customer)

> *"You do get that footprint you know [using SM] rather than a letter, so it is a good way of looking back and ensuring that there has been a response."*
>
> (Polly, customer)

Hoteliers also describe a range of motivations they believe customers have to complain that are unique to the use of SM as a method to complain. Examples include; seeking publicity from their network of followers on SM platforms, unhappiness on the part of the customers regarding hotel responses to their complaints made using other methods, habitual use of SM in customers' everyday lives, to threaten the hotel with poor publicity, to engage with the hotel via SM platforms or to provoke a reaction from them, to avoid confrontation, to achieve immediate resolution, due to the influence of others they have seen on SM, feeling bored, wanting attention and for altruistic reasons.

4.4.6 Confrontation avoidance

Hoteliers would prefer their unhappy customers to approach them directly, rather than use public SM platforms as Philip explains;

> *"In a five-star hotel we almost want to…I mean you can't get away from this (points to phone) but we, we, we want that personal touch so they feel they can talk to us. We want to be approachable instantaneously, face-to-face. But ultimately if someone is sitting in their room typing away posting online or even sending an email directly to me, in the room or not in the room, that's the way it is."*
>
> (Philip, hotelier)

Some of the hoteliers recognise that some customers do not like complaining in person;

> *"I don't know why…people don't like to complain in person. They don't like to say anything bad or ruin it if they're there for a special occasion. A lot of time in complaints its erm…we would have said something on the day but we were celebrating a really special occasion and didn't want to put a dampener on it, didn't want to taint it erm and those sorts of things that happen"*
>
> (Rosie, hotelier)

> *"I didn't want to cause a scene; I was with my auntie or I was with a business associate and therefore it wasn't appropriate"*
>
> (Simon, hotelier)

Customers reveal the experience of making a complaint can be unpleasant;

> *"I was made to feel uncomfortable"*
>
> (Polly, customer)

> *"I'm not their regular customer. I can't afford their rooms and this was a chance to go somewhere I wouldn't normally go into. You're allowed to go in off the streets into the bar but I still felt from that initial encounter [complaining in person] that I wasn't worthy of it. That was the feeling I had."*
>
> (Terry, customer)

4.4.7 Altruism

The findings from the OF revealed that one of the motivations customers have to use SM platforms to complain was to warn others;

> *"To make sure others don't have the same bad experience & maybe the business will straighten itself out"*
>
> *(OF)*

> *"I only share complaints on SM if I believe my followers and readers would benefit from knowing bad service, etc"*
>
> *(OF)*

> *"My followers need to know what to expect from a hotel"*
>
> *(OF)*

4.4.8 Boredom

One hotelier stated his belief that some customers are using SM to complain simply because they have time to spare or that they are bored, seeking entertainment. No other hotelier raised this as a possibility and none of the customers interviewed confirmed this however.

> *"When email started coming out it was much easier for people and I used to sometimes think a lot of people are just bored. A lot of time on people's hands. There's definitely an attention deficit going on."*
>
> (Peter, hotelier)

> *"Have you not got anything better to be doing?"*
>
> (Peter, hotelier)

4.5 Time spent making a complaint

> *"A good use of my time to make that complaint"*
>
> (Basil, customer)

Complaining requires temporal investment by customers as Basil's quote above demonstrates. The findings also revealed that in the context of intangible, perishable services such as experiential consumption in luxury hotels, customers are also

required to spend time to receive compensation or resolution, as Polly's quote below reveals;

> *"They're not enticing me back because they're saying they will only give me that [complimentary champagne] if … I go back [to London], so I would have to get back in order to get the complimentary champagne"*
>
> (Polly, customer)

It is difficult to determine how much time customers spent in making complaints, whether in person or via SM platforms as measuring this was beyond the scope of the present study. However, analysis of the findings from the SM scraping in stage two of data collection reveal variance in the length of complaints made by customers on different SM platforms. One of the differences between Facebook and Twitter, for example, is the restriction of word count/characters permitted in posts in the latter. However, no such restriction applies on Facebook. Without restrictions imposed by the platform, customers have on average used almost nine times as many characters to complain via Facebook, compared to Twitter.

All senior hoteliers interviewed mentioned TripAdvisor more than any other SM platform. Thomas explained that TripAdvisor is a, "*key-performance indicator for the hotel*". All the other hotelier participants made similar comments regarding TripAdvisor's importance in determining hotel rankings through customer reviews and negative comments posted on this SM platform. Hoteliers did discuss other SM platforms but to a much lesser extent than TripAdvisor. Ten of the complaints gathered from TripAdvisor were analysed. The time that posts were made and replied to, is not available via this platform, so other than specifically mentioning time as a cause for complaint (content of which has been analysed from other platforms), there is limited contribution to be gained from analysis of complaints using this SM platform. TripAdvisor, like Facebook, does not restrict the length of a complaint posted by a customer. Complaints on TripAdvisor are on average, longer than those on both Facebook and Twitter. Complaints on TripAdvisor in this data set are fifteen times longer (comparing the number of characters used) than those on Twitter and seventy per cent longer.

In describing his own experience, Roger, who prefers TripAdvisor as a method to complain, outlines a range of concerns he has in writing what he considers to be

balanced and fair complaint reviews; thereby increasing his typical temporal investment.

> *"I try to make it [the complaint] as honest as possible so … it takes a longer time to write each one and … I try to ensure that it's not all negative or all positive and that I've done the best that I can through my own lens to capture both sides so it is intended to be more neutral and less biased…..I also will typically include photos whenever possible so that it…two things; one to provide more data to the consumer and … to help differentiate it from a potentially you know …what's the word I'm looking for…take account for…some kind of online trolling"*
>
> (Roger, customer)

4.5.1 Duplication of complaint making

Despite believing that use of SM as a method to complain will reduce repetition of complaint making (see section 4.4.4 Reduced repetition of complaint making on page 185) this study finds the opposite to be true. The majority of customers interviewed during stage three had already complained using an alternative method prior to making a complaint on a SM platform. Table 25 overleaf presents the complaint actions taken by all customer participants interviewed in stage three when discussing the specific complaint through which they were recruited for interview for this research. Most customers state that they would complain in person first as the findings, from the particular complaint they were recruited via, confirm (ten out of thirteen customers). Only three participants used SM as their first method of complaining and approximately half of participants who used SM as their second method for complaining did so while they were still at the hotel, where SM is viewed by customers as a supplementary complaint tool. Of these, all participants used a smartphone to make their complaint via SM at the hotel. Table 25 also demonstrates that all but two participants (Andrew and Kurt) repeated their complaint after their initial complaint was made.

Table 25 Complaint process of interviewed participants for the complaint recruited for this research

Customer	First complaint action	Subsequent complaint action	Subsequent complaint action	Platform	Device used to complain via SM
Basil	SM at hotel	In person at hotel		Twitter	Smartphone
Connie	In person at hotel	SM at hotel		Twitter	Smartphone
Stephanie	In person at hotel	SM at hotel		Twitter	Smartphone
Jean	In person at hotel	SM at hotel		Twitter	Smartphone
Sybil	In person at hotel	SM at home		Twitter	Smartphone
Gilly	In person at hotel	SM at hotel		Twitter	Smartphone
Terry	In person at hotel	SM* at hotel	SM + at home	*Twitter +Facebook	Smartphone
Prunella	In person at hotel	SM at home		TripAdvisor	Computer
Polly	In person at hotel	SM at home		Facebook	Computer
Andrew	SM at home			Twitter	Laptop
Alice	In person at hotel	Email at hotel	SM at hotel	Twitter	Smartphone
Roger	In person at the hotel	SM at home		TripAdvisor	Tablet
Kurt	Via SM at home			TripAdvisor	Tablet

Widespread duplication of complaint making by customers reveals that the time spent making complaints is lengthened by using SM platforms. However, as customers become increasingly proficient and experienced in using SM as a method to complain such duplication may diminish in future.

4.5.2 Use of photographs in complaints made on SM platforms

The interpretation of photographic content was beyond the scope of the present study. It is however included here to demonstrate that by posting photographs in their complaints made on SM, customers are increasing the amount of time required to complain. Photographs were gathered from complaints posted on Twitter and Instagram but there were no photographs in complaints gathered from TripAdvisor or Facebook. It could be assumed that customers include photographic content for a variety of reasons, such as to increase viral spread, to increase the likelihood of response, to increase empathy or to provide justification for their complaint making, but the findings provide no confirmatory evidence in this regard. Only one of those interviewed during the customer interviews (stage three) included a photograph in her complaint on Twitter (Figure 35 below). When asked why, she replied;

> *"I had taken the photos um because I was just so appalled. I mean that was an instance where I was just really quite appalled and I thought no……. I therefore then shared also that I was really disappointed and you had to see it to believe it, hence the photos".*
>
> (Sybil, customer)

Figure 35 has been removed from this version of the thesis due to copyright restrictions

Figure 35 Twitter photograph 1

4.5.2.1 Photographic content of complaints from Twitter

Figure 36 (posted at 21.51) and Figure 37 (posted at 15.50) were posted by customers disappointed with afternoon tea, perhaps non-residents or those having an EE.

Figure 36 has been removed from this version of the thesis due to copyright restrictions

Figure 36 Twitter photograph 2

Figure 37 has been removed from this version of the thesis due to copyright restrictions

Figure 37 Twitter photograph 3

Figure 38 was posted at 10.12am so may have been posted during consumption at breakfast, or soon after.

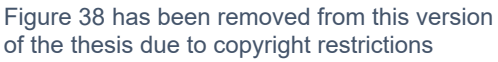

Figure 38 Twitter photograph 4

Figure 39 illustrates the photograph is posted sideways and rather than demonstrating evidence of the most recent experience, about which the customer is complaining, the photograph has been used to make a comparison with a previous experience (two years ago) at the same luxury hotel restaurant.

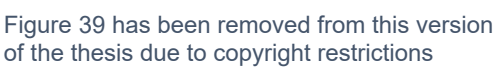

Figure 39 Twitter photograph 5

Figure 40 was posted by a resident, demonstrating dissatisfaction with hotel bathroom facilities;

Figure 40 has been removed from this version of the thesis due to copyright restrictions

Figure 40 Twitter photograph 6

Adopting the present tense in using the words, “sipping a cocktail”, Figure 41 suggests it was posted during consumption and demonstrates the subjective nature of complaints, given that those that see this complaint cannot taste the cocktail.

Figure 41 has been removed from this version of the thesis due to copyright restrictions

Figure 41 Twitter photograph 7

Figure 42 is an example of a photograph used to provide justification for disappointment of the size of portion for a product offered in a luxury hotel mini bar.

Figure 42 has been removed from this version of the thesis due to copyright restrictions

Figure 42 Twitter photograph 8

Figure 43 is another example of a photograph used in a different way in a complaint, suggesting a view of London can compensate for a disappointment at a luxury London hotel.

Figure 43 has been removed from this version of the thesis due to copyright restrictions

Figure 43 Twitter photograph 9

Gifs (Graphics Interchange Format) are sometimes used on Twitter, either as static images or moving video footage to add emphasis or humour to a complaint. The customer in Figure 44 is dissatisfied with not receiving a reply to a previous email and the tweet included a video gif of a lady placing her head on her hand and smiling;

Figure 44 has been removed from this version of the thesis due to copyright restrictions

Figure 44 Twitter photograph 10

Figure 45 is included (also using a gif of celebrity Robert De Niro), as a complaint about required dress code to be worn at a luxury London hotel in hot weather for an exceptional luxury experience;

Figure 45 has been removed from this version of the thesis due to copyright restrictions

Figure 45 Twitter photograph 11

4.5.2.2 Photographic content of complaints from Instagram

Photographs posted on the platform Instagram, as on Twitter, also suggest they have been used by customers to provide justification for his or her dissatisfaction. Figure 46 shows a luggage trolley with the customer's luggage left in a public area. Only two of the nine examples shown here were responded to by the luxury hotels complained to. Two examples were responded to by others who had seen the posts on Instagram (i.e. not the hotels). Hashtags were used in all these examples but have been removed for de-identification purposes.

Figure 46 has been removed from this version of the thesis due to copyright restrictions

Figure 46 Instagram photograph 1

Figure 47 has been removed from this version of the thesis due to copyright restrictions

Figure 47 Instagram photograph 2

Figure 47 on the previous page was posted with the accompanying text, “view from our window at [luxury London hotel]”, which may or may not be interpreted as a complaint. Figure 48 shows a picture of a wardrobe and the text suggests the customer is complaining about his perceived lack of trust on the part of the luxury London hotel with regard to customers’ use of provided coat hangers. Figure 49 is a photograph of a cup of coffee which the customer, did not like and chose to share publicly via this SM platform.

Figure 48 has been removed from this version of the thesis due to copyright restrictions

Figure 48 Instagram photograph 3

Figure 49 has been removed from this version of the thesis due to copyright restrictions

Figure 49 Instagram photograph 4

Figures 50 and 51 show pictures used to contrast with the disappointment expressed in the complaint. Figure 50 is of a dish which was, “really lovely”, but this was contrasted with the negative experience of being, “left waiting for about 45 minutes for our main meal”, and further dissatisfaction regarding other diners being served before this customer, despite him mentioning, “we were in a hurry”, and, “we couldn’t wait much longer”.

Figure 50 has been removed from this version of the thesis due to copyright restrictions

Figure 50 Instagram photograph 5

Figure 51 is a view of London used to compare with a negative experience at the luxury London hotel.

Figure 51 has been removed from this version of the thesis due to copyright restrictions

Figure 51 Instagram photograph 6

Figure 52 again contrasts a positive picture, showing two people consuming afternoon tea at a luxury London hotel, with the comment, “funny but not so yummy”.

Figure 52 has been removed from this version of the thesis due to copyright restrictions

Figure 52 Instagram photograph 7

Figures 53 and 54 both contain a significant temporal element. Figure 53 shows the original comment was a complaint about the “unfriendly service”. The luxury hotel replied by stating that the customer’s feedback would be passed on to staff for review and improvement. The customer then replies to state that the staff attempted to clean the table while she was still eating, that she was eating slowly and perhaps the member of staff was busy, along with a smiling emoji. Figure 54 is complaining about the speed of service experienced at a luxury hotel; that it was too rushed. He goes on to complain about the “unapologetic”, floor manager and that he believed the croissants served were not fresh.

Figure 53 has been removed from this version of the thesis due to copyright restrictions

Figure 53 Instagram photograph 8

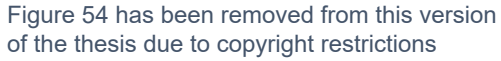

Figure 54 Instagram photograph 9

4.6 When complaints are made on social media platforms

Hoteliers interviewed used clock time descriptors of when they receive complaints such as particular days of the week and times of day;

> *"After the weekend …Monday and Tuesday is always quite busy with that [complaint responses] because the weekend's just finished so everyone social who's come at their leisure over the weekend would be on that…food and beverage could be …anything."*
>
> (Rosie, hotelier)

> *"There's a pattern with regards to guests that complain. I think. We get very few complaints in the week. A lot of our complaints at the weekend; I say a lot of our complaints, I think a lot of that is because we believe that there is also a pattern of certain guests just wanting to get a discount."*
>
> (Thomas, hotelier)

> *"It's sort of twenty-four-seven."*
>
> (Philip, hotelier)

4.6.1 When complaints are made on Twitter

One participant explained that her use of SM platforms was evolving and changing over time; that she was more effective and disciplined in spending time on various online activities;

> *"I use it very differently now to [sic] the way I used to use it when I started. I mean I used to over-share on Twitter without doubt (laughs) whereas now I put out less but I seem to be far more effective."*
>
> (Sybil, customer)

Further analysis of the complaints gathered via Twitter provide temporal insight regarding when complaints are posted; the frequency of posts made on days of the week and at what time of day.

Days of the week

Figure 55 below illustrates on which day of the week tweets from the first 100 tweets collected (for ease of comparison with those collected from Facebook) were made by customers. Most complaints were posted on Twitter on Thursdays, although this was a similar volume to those posted on other days. The fewest volume of complaints was posted on Mondays. Figure 55 demonstrates an indication of difference in volume by days of the week, but the small sample size has minimal generalisability and suggests Monday might be an outlier.

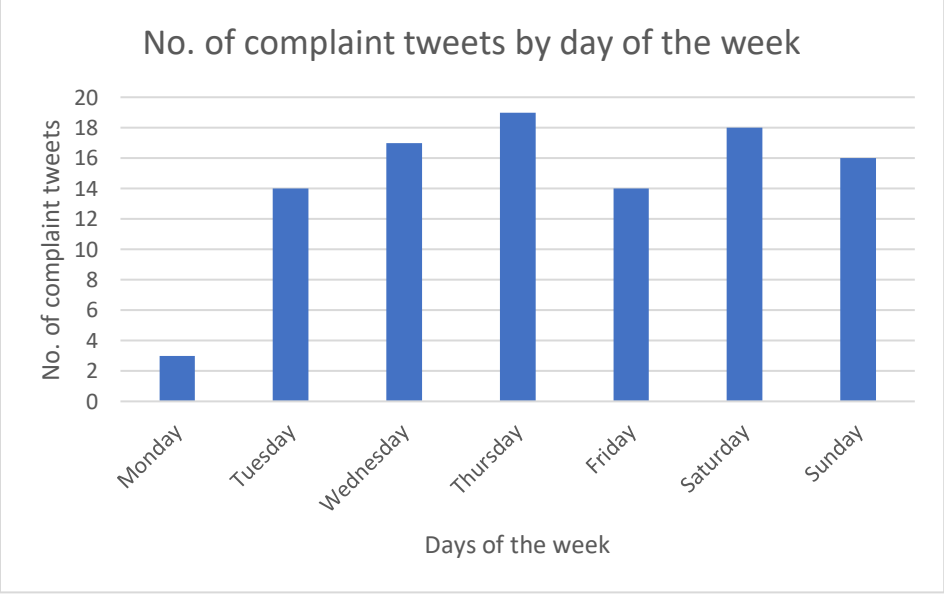

Figure 55 Number of complaint tweets by day of the week

Time of day

Figure 56 below depicts the time of day that complaint tweets were made to luxury London hotels from the sample gathered via Twitter. There are peaks and troughs evident. Customers begin sending tweets from 7am, the volume rising slowly to 9am, then dropping off around 10am, before rising again at 11am and 1pm. The volume of tweets decreases sharply after lunch between 2pm and 3pm before beginning to rise again from 3pm up to a peak between 7pm and 8pm. Tweets are sent until late/early until 2am, when none were recorded in this sample until 7am.

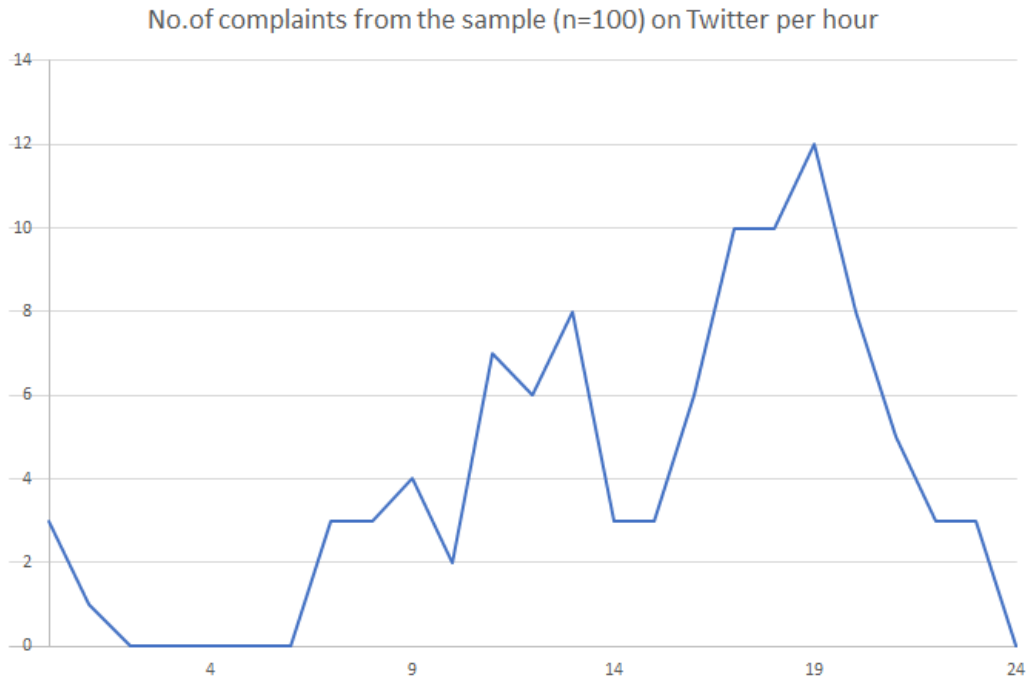

Figure 56 Number of complaint tweets per hour

4.6.2 When complaints are made on Facebook

Days of the week

Compared to Twitter, complaints made on Facebook follow an opposite pattern regarding which days of the week they are posted (see Figure 57 overleaf: n=100), possibly suggesting Twitter is used more by customers during consumption experiences, as opposed to Facebook, used to complain after the event.

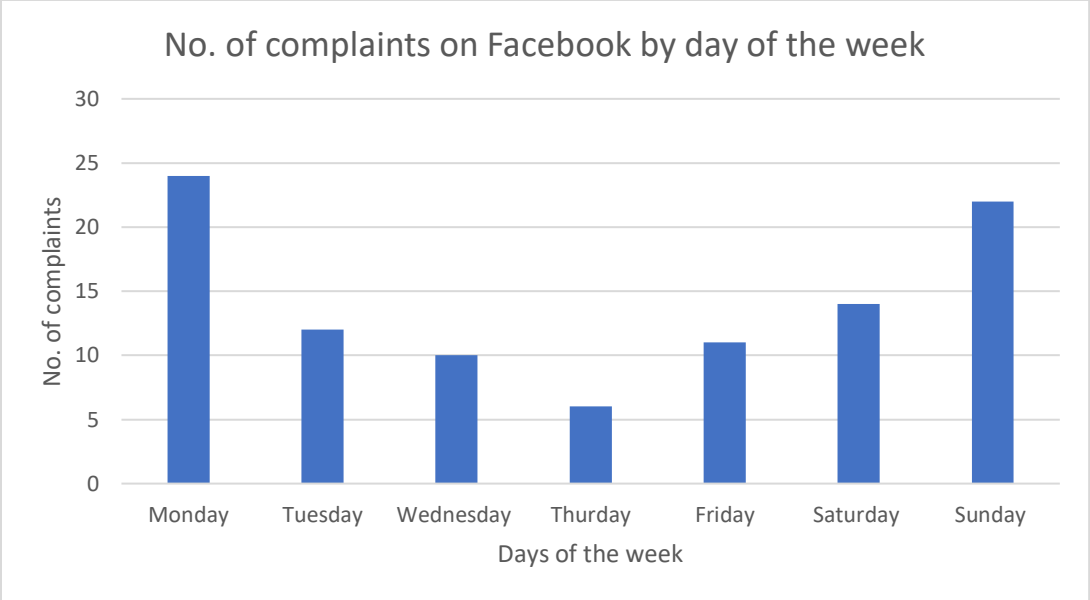

Figure 57 Number of complaints on Facebook by day of the week

Time of day

Figure 58 below illustrates at what time of day complaints from the sample were posted on Facebook.

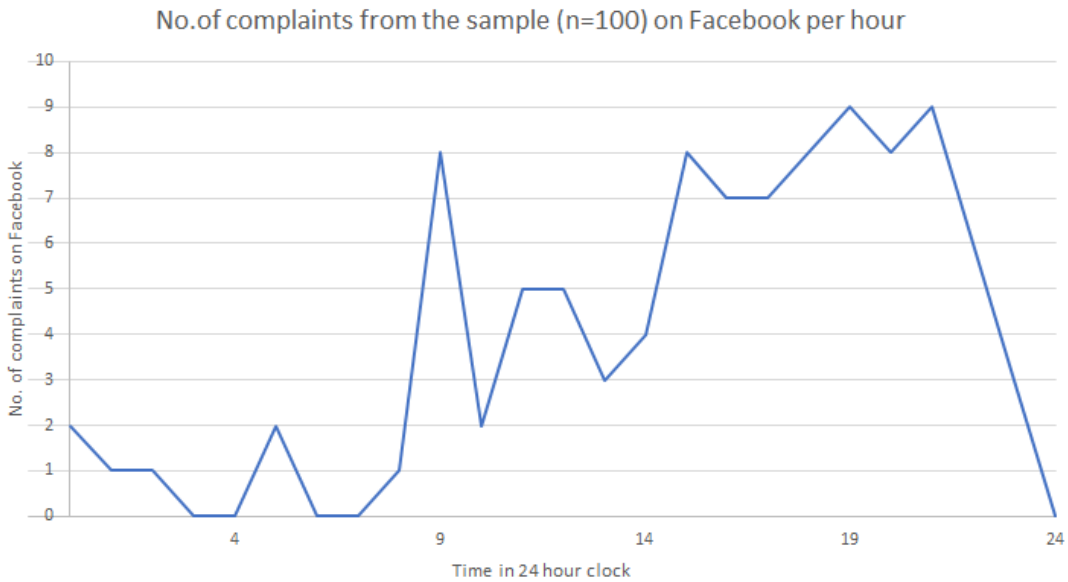

Figure 58 Number of complaints on Facebook per hour

Data from Instagram and TripAdvisor does not reveal when complaints are made on these platforms because it is not publicly available on these platforms.

4.7 Lead time between disappointment experienced and complaint being made

4.7.1 Complaining becomes necessary in the mind of the customer

Some customers explained that the severity of their disappointment would have an impact on their decision to make a complaint. It seems this had a temporal implication because there came a tipping point at which participants experienced a moment of no return, at which complaining became viewed by them, as a necessity. Often there is an emotional antecedent to reaching this tipping point. Roger described a time when he was so angry regarding a negative flight experience that he went on Twitter immediately, suggesting either that if the situation is severe enough or that one feels sufficiently emotional about a disappointment, self-restraint disappears. The extent to which customers' decisions about their own restraint in complaint making is rational or instinctive is unknown and difficult to determine, even for customers themselves.

> *"I said to my husband, it's no good. We can't just sit complaining to each other about it. We have to do something about it [the disappointing experience]"*
>
> (Alice, customer)

Findings from this research indicate that taking complaint action is linked to customer assessment of severity of disappointment; the more severe the disappointment, the more likely the complaint will be made by the customer.

4.7.2 Speed of reaction to disappointment

Customers vary in the speed with which they decide to complain. This section provides a summary of the observations of hoteliers demonstrating a range of lead times between the disappointment being experienced by the customer and actually making a complaint. Hoteliers interviewed described change in CB, from the perspective of how customers react to disappointment in luxury hotels; that they are more likely to complain and also to do so more quickly.

4.7.2.1 During consumption (i.e. at the luxury hotel) or soon after departure

Customers want their complaints resolved quickly. The following quotes provided by senior hoteliers' concern customers complaining during consumption. Examples include complaining privately in the hotel, such as in person, via in-house telephone or in-house devices, such as tablets provided to customers by the hotel;

> *"They'll be telling us there and then …where you have a complaint where we haven't delivered what we should have delivered I guess you will certainly have guests who just want what they expected and if that sort of done fairly…picked up early on and rectified quickly I think that's all they genuinely want."*
>
> (James, hotelier)

> *"I think whether its people who will literally from their room upstairs tell us that they're not happy; we have sweet pads in the room. You can use a device in your room to actually go straight online and connect with the hotel. We provide sweet pads so you've actually got a tablet in your room … so, you can connect with the hotel but obviously I think fundamentally we've got a reception desk, a Duty Manager, we've got a guest relations person situated in the lobby. It's much better that we're given an opportunity for a face-to-face conversation and iron out any issues that there are."*
>
> (Simon, hotelier)

> *"People will be quicker to put their hands up and say, not happy"*
>
> *(James, hotelier)*

> *"Well life has changed and with it the way that people, the speed with which people want, you know, to give feedback, to action things."*
>
> (Philip, hotelier)

During the data collection process (stage two: SM scraping) the researcher found a tweet with an example of a guest complaining in a luxury London hotel during consumption. Following an email exchange with the hotel in question, the hotel

provided further details (included in this section as the story is told from the hotelier's perspective);

> *"A guest staying at [luxury London hotel] was sitting in the restaurant having ordered full English breakfast, tea and toast. The tea was delivered to his table while he waited for the full English, as the waitress left the table, the guest tweeted "where's my toast?". Fortunately, another member of staff was on Twitter at the time, followed up instantly and the toast was delivered immediately. The guest then tweeted "20 seconds, amazing".*

Similarly, during the OF customers themselves confirmed they react more quickly to disappointment via SM platforms;

> *"SM is a great way to instantly share your thoughts"*
>
> (OF)

> *"Complaints in real time. It won't get fixed if you wait until you're back home"*
>
> (OF)

Some participants of the OF recognise that they try to exercise self-restraint in their reactions when wanting to complain immediately after experiencing disappointment;

> *"I wouldn't do it during a meal [complain on SM] but I will do it with a hotel if they haven't solved the issue, for sure"*
>
> (OF)
>
> *"I wanted to at a recent dinner but only to blow off steam. I wouldn't expect it would fix the situation. But I restrained."*
>
> *(OF)*

Further examples of customers complaining during consumption experiences from the hotel interviews;

> *"People post something in the moment"*
>
> (Chris, hotelier)

"I've had one that he emailed ...he sent an email while he was in afternoon tea….to our reservation team. A customer who was having afternoon tea"

(Rosie, hotelier)

"People who will literally from their room upstairs tell us that they're not happy; we have tablets in the room….very often you will find … some people will put something in writing on the way home."

(Simon, hotelier)

"I mean if you take TripAdvisor now, someone will…they may even still be in the hotel or they may have just checked out and they're posting their review on TripAdvisor and actually the challenge is …most of the time, they're giving us feedback, instantaneously…we need to be really proactive in monitoring all the channels and actually many of the occasions now a mobile post will pop up on TripAdvisor and we're on it and will say this guest you know we do a bit of detective work and we'll say this guest is actually still in house, phone them though."

(Philip, hotelier)

Many reasons to complain soon after experiencing disappointment were provided by participants of the OF;

"If I wasn't getting any response/help from staff there"

(OF)

"Yes, because you want the problem to be quickly fixed."

(OF)

"It's important to complain quickly with any service, luxury or not. Strike while the iron is hot"

(OF)

"A quick complaint means the issue gets resolved quickly and you can enjoy your time there to the full!"

(OF)

"Time is luxury. If you point out the issue on the spot, hotel has a chance to fix it right away and you can enjoy your time"

(OF)

"If it was that important, why wait, right?"

(OF)

4.7.2.2 Complaining (much) later

Although hoteliers state that they believe many customers are both reacting to disappointment and complaining more quickly, they also describe examples where customers wait to make their complaints, sometimes for long periods of time;

"I've known people take a day, a week or even a month to reply and they will say I was with a friend or I was with a business associate. I didn't want to make a scene. I didn't want to embarrass my colleague or my auntie or whatever the case was and then I've been travelling…. I've been away on business, family matters to attend to, so sadly it's taken me two weeks to bring this to your attention. Some people are in residence. Some that are not in residence, some will tell you I want to speak to the duty manager. Its instant feedback but I think that typically its normally within 24 to 48 hours after they have had that experience. They've departed the hotel but there are exceptions to that. The one this morning that I highlighted…that check out was a month ago but they've taken four weeks to bring it to our attention. The stay experience was back in June so it's taken them four weeks to share with us their disappointment"

(Simon, hotelier)

"I mean you can post on TripAdvisor up to one year after your stay, which is like crazy."

(Philip, hotelier)

"I've had one [a complaint] from like two years before."

(Rosie, hotelier)

4.7.3 "It's not worth it"

Although all of the customers interviewed had made complaints previously, many explained that even after experiencing disappointment he or she did not always make a complaint in every situation. Many customer participants used the phrase, "*it's not worth it*", before expanding to provide a range of reasons not to complain, including; hassle, effort and explicit mention of time as stated by Connie and shown below;

> *"Is it worth it to me, to take time to write it [the complaint], um are they going to respond?"*
>
> (Connie, customer)

In cases where customers explained their reasons not to complain they all suggest that the expected outcome of the complaint did not warrant the effort required to complain. Many references were made by all customers interviewed, of the perceived effort required to make a complaint. Customers also acknowledged that such negative costs of complaining applied throughout the experience of complaining and that effort to complain might be required at multiple stages throughout the process, such as; to take (complaint) action, to be involved in confrontation, to undertake research required to make a complaint, to return to the hotel in the event of remediation (described by one participant as an effort) and to write reviews. The phrase, "*to have done or dealt with*" was an expression frequently used by customers as they described their motivation to complain. Implicit in an activity having been done or dealt with is a suggestion that to complain marks progression in a customer's list of activities or to be able to move on to the next scheduled event or activity.

> *"I would deal with it there and then, personally"*
>
> *(Sybil, customer)*

> *"I don't want to carry stuff like that around with me and I know I've dealt with it"*
>
> *(Polly, customer)*

Some customers described a point when complaining, after which too much time had lapsed since experiencing the disappointment causing them to decide not make a complaint;

"I can't be bothered with it after that…too much time's gone on and that's just it. I think if its annoyed you enough then you'll do it within three days otherwise it's not that important to you and you've sort of forgotten about it and oh well you know I'll forget about it."

(Prunella, customer)

"Probably by Monday I'd probably ….and this is why my wife and my parents would not let me post immediately, is that they know probably by Monday I wouldn't bother. … I'd probably be doing other things on Monday morning and it just would not be high on my agenda whereas if I'm disappointed now I'll do it now."

(Basil, customer)

"If it's going to be three days later, what's the point? You know its past, it's gone. Is there any benefit to that?"

(Connie, customer)

4.8 Complaint response time

Earlier sections of this chapter revealed that believing the response to a complaint will be improved is a motivation for many customers to complain using SM platforms (see section 4.4.1 Improved complaint response on page 180). This section provides further detail regarding the responses to their complaints that customers participating in this study received.

4.8.1 Office hours

Some customers who were interviewed introduced an awareness of a potential clash between the twenty-four-hour operating hours of a luxury hotel and the expected office hours of administrative staff who might be those responding to their complaints. For some participants conflict between perceived business operating hours, administrative staffing hours, availability of SM and the complaint response expectations of the customer differ;

"One of the things I did feedback that really surprised me was that they outsourced their SM and they outsource it to a company that don't work from six o'clock at night on a Friday to nine o'clock on a Monday. So, in

a hospitality business which is twenty-four-seven not to have any SM presence…"

(Basil, customer)

Similarly, a participant of the OF concurred;

"Always and in all honesty, asap. Social channels should be manned e.g. by night reception during non-office hours"

(OF)

Generally, expectations of a response to a post on SM outside of office hours were fairly low;

"If um...it's somebody who's only open nine til five then you've got no option, have you? You've got to wait. Fine I'll be on the phone at nine. If its twenty-four operations or operations in a different country you might get something a little bit more immediate."

(Jean, customer)

"A hotel? - not 24 7 but certainly seven days a week"

(Sybil, customer)

"Well I mean I certainly think it should be during business hours (laughs). I mean I know that social never ends. Social never ends. um you know but I do think if you're complaining about something and you want somebody to fix it is only reasonable that you should do it during business hours or at least daylight hours. You know I think if you're complaining at 2 or 3 am for somebody you know and then you get upset that you don't hear back right away I think that's being unreasonable. I mean people do need to sleep."

(Gilly, customer)

"I thought, well there won't be anyone there tonight"

(Terry, customer)

4.8.2 Responses to complaints made on SM platforms

4.8.2.1 Twitter

All the hotels responded to the initial complaint tweets made by the customers in the sample. Three quarters of the responses contained the word “sorry”, or “apology” and derivatives thereof. Of those that did not apologise, most stated that further investigation was required (although some hotels said both). The majority of responses required the customer to take further action; most often to send a direct message and explain their complaint again but in more detail. Sometimes, but much less often, the hotel responded by saying that they would send a direct message to the customer.

Sometimes, responses from hotels demonstrate they attempt to respond quickly if they think the customer is still at the hotel;

> *“Have you spoken to a member of the team? If you can message us your room number, we will make sure they know.”*

> *“We are so sorry, not the standard you are used to we hope. Can we meet you in the lobby or would you like to speak on the phone?”*

> *“Thank you for informing us Michael, we will turn up the temperature for you. Let our staff in the room if it still is too cold after some time.”*

Sometimes the hotel responded to say the problem had now been resolved and the customer should, “be assured that it has been addressed”, that the hotel was, “looking into this”, or that the customer’s comments had “been passed on to the team” or, “we had rectified the issue”.

Time taken to respond to customer’s first complaint tweet

Figure 59 overleaf presents the time taken by hotels in the sample (n=100) to respond to customers’ complaint tweets. There is a very wide range with the fastest response posted in two minutes and the longest taking ten days, ten hours and forty-five minutes. The majority of responses were posted between twelve and twenty-four hours. The next most frequent number of responses was less than an hour, closely followed by one to three days.

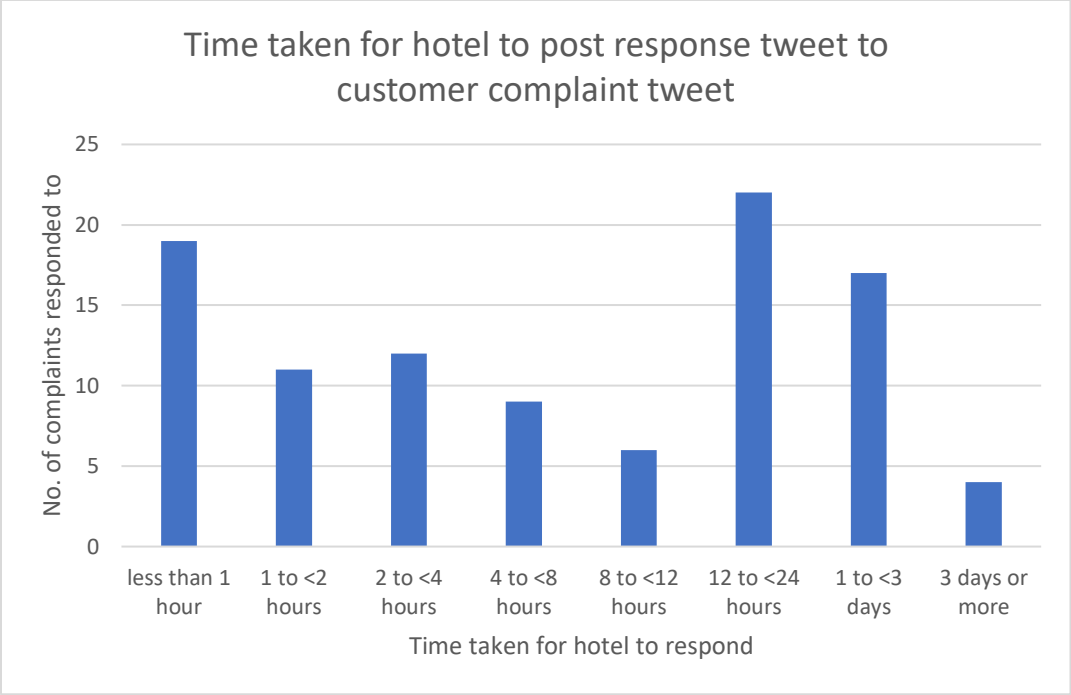

Figure 59 Time taken for hotel response to complaint tweets

Subsequent tweets

Following the initial complaint tweet and the response (if any) from the luxury hotel, there were sometimes subsequent tweets made. These further responses were usually either additional comments from both the customer (more likely) and the luxury hotel (less likely) to form a "conversation" via Twitter. Just under half of the customers in the sample posted a further tweet following the hotel's response. Of these, the majority required yet further action or responses from the hotel. Some second customer tweets responding to hotel replies to the initial complaint, were chasing responses;

> *"Four hours later and still no reply. It's as if your SM team are all relaxing in the bath tub."*

Many customer responses involved queries regarding the communication process, such as asking which email address to use, or asking the hotel to follow the customer so that direct messages could be sent. Sometimes customers posted tweets simply to confirm other methods of communication had been used;

> *"I have emailed you but when should I expect to receive a response?"*

Some tweets were sent with messages of thanks or to confirm that the initial problem was now resolved but one customer was not happy that he was asked to email the hotel with further details stating;

> *"I'm at [luxury London hotel] - where I AM getting served thankfully. YOU can email me for a change!"*

Time taken by customer to reply to hotel response tweet

Customer responses to tweets are made much more quickly than hotel responses with the majority sent within one hour of receiving a response (see Figure 60 below where n=100).

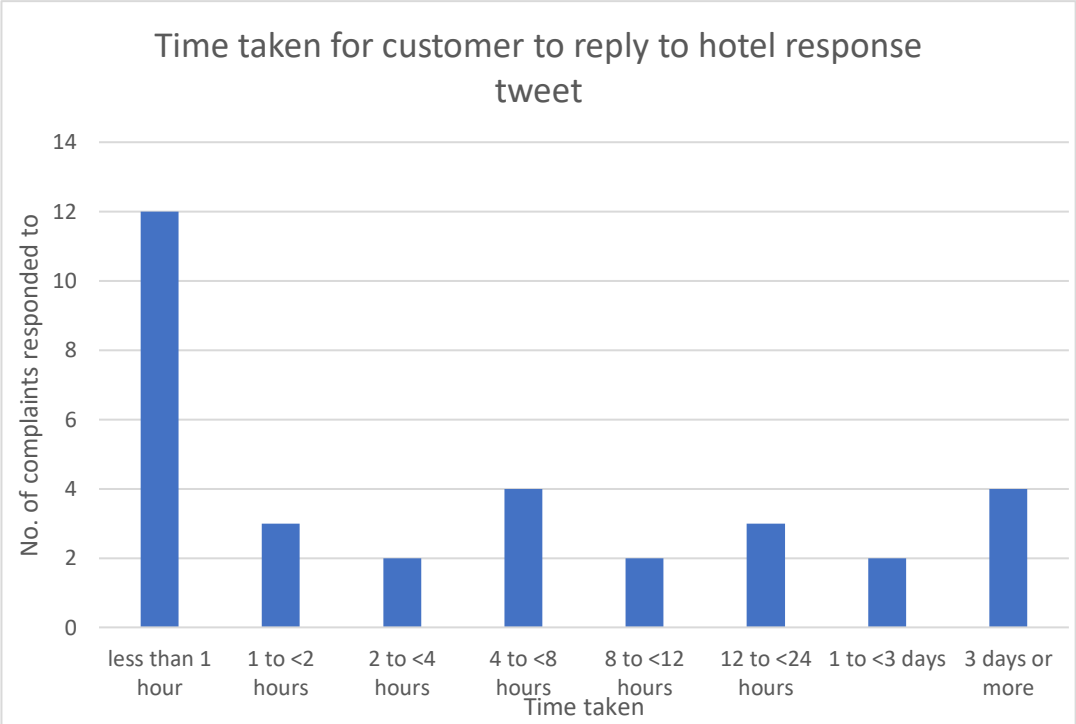

Figure 60 Time taken for customer to reply to hotel response tweet

Only a minority of hotels subsequently responded to these "second" complaint tweets (approximately 10 per cent), thereby continuing the conversation yet further via Twitter. However, some customers continue to post, despite receiving no further response;

> *"I still haven't heard from you yet but you should have my contact details"*

"So, I followed you on Twitter as you requested so that you could respond about the terrible service, but you haven't bothered."

4.8.2.2 Facebook

In comparison with Twitter, people who have complained via Facebook, appear to be much less concerned about receiving a response because only two complaints, of all complaints gathered from Facebook, mentioned a response in their complaints;

"I've been trying to buy gift vouchers for two days and no-one's interested in coming back to me! I've called and emailed! Shocked at the service!"

"I stayed in this hotel with my husband and daughter back in October. In November I sent the message below [regarding lost property], but I got no answer at all - unbelievable!!!

However, of the one hundred complaints gathered on Facebook, approximately a third, (thirty-one) were responded to by the hotels. Of these responses made by the hotels, eighteen asked the customer to send an email with further details of their complaint. Only three hotels stated that the customer did not need to do anything, but that they would contact the customer in order to resolve his or her complaint. A further nine responses attempted to close the complaints with a message suggesting no further action would be taken by the hotel. The following quote is typical;

"We have noted this valuable feedback and we will be looking into the issue. We hope that next time you stay with us you will find your experience much improved"

Time taken to respond to customer's first complaint post on Facebook

Figure 61 overleaf (n=31) demonstrates that most responses made by the hotels were between one and two days, or longer, from the customer's complaint being posted on Facebook. A tiny proportion received a response within an hour.

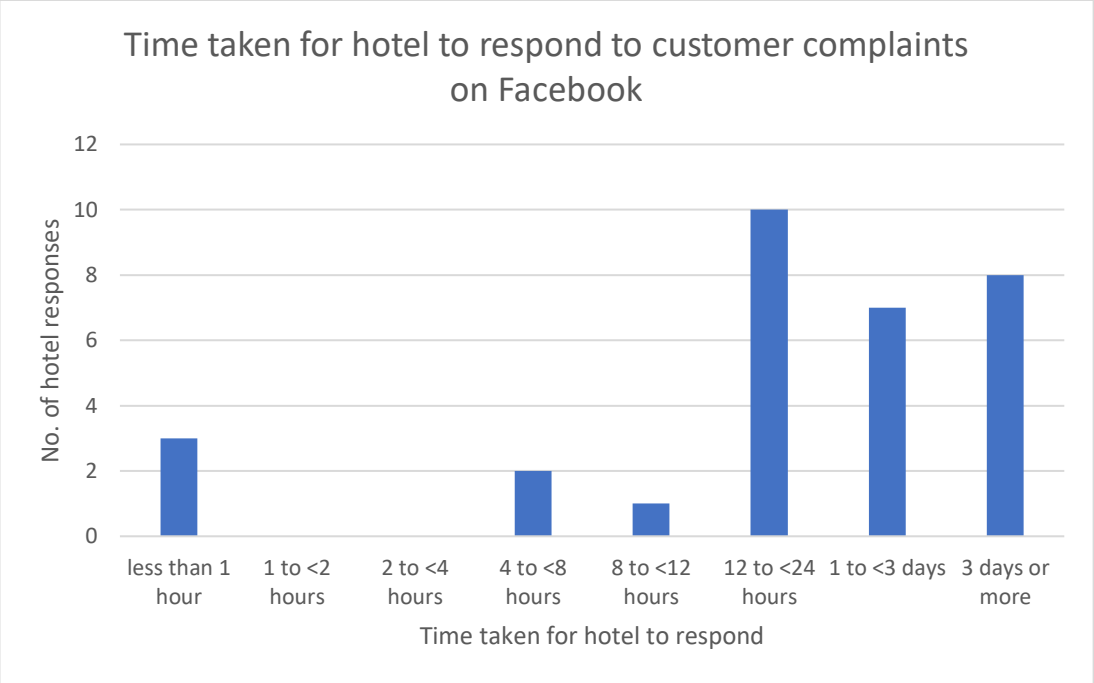

Figure 61 Time taken for hotel to respond to customer complaints on Facebook

Customer responses to hotel replies to their original complaints on Facebook

Only twelve customers went on to respond to the replies posted by the luxury hotels. Seven of these included the words, "thank you", and imply that the customer did not require any further action and was pleased with an acknowledgement. For example;

> *"Thank you for your reply. Yes, I was very surprised too! Such a disappointment after such a wonderful evening out. It was special as it was a special evening for my friend's birthday. Such a shame."*

Others did require further action, with the customer stating that they would send a further email and words such as, "a satisfactory outcome can be reached", were used. Replies made by customers to the hotels' replies used stronger language and expressed emotion with the use of exclamation marks and capital letters to emphasise anger for example;

> *"Please do not try to patronise me in order to make yourselves look good!"*

> *"Overpriced rundown hotel with a seemingly very elegant lobby but the rest is not worth it!!"*

"You are incorrect…. It was YOUR RESTAURANT that made us ILL. Stop with your lying cover up and train your staff properly in food safety and cleanliness. I would NEVER come back"

Time taken by customer to respond to hotel response post on Facebook

Figure 62 below (n=12) below demonstrates the majority of customers who reply to a hotel's response to their complaint on Facebook, do so within one hour of receiving it. Some respond within two to four hours or much longer and one customer waited until after three days to respond.

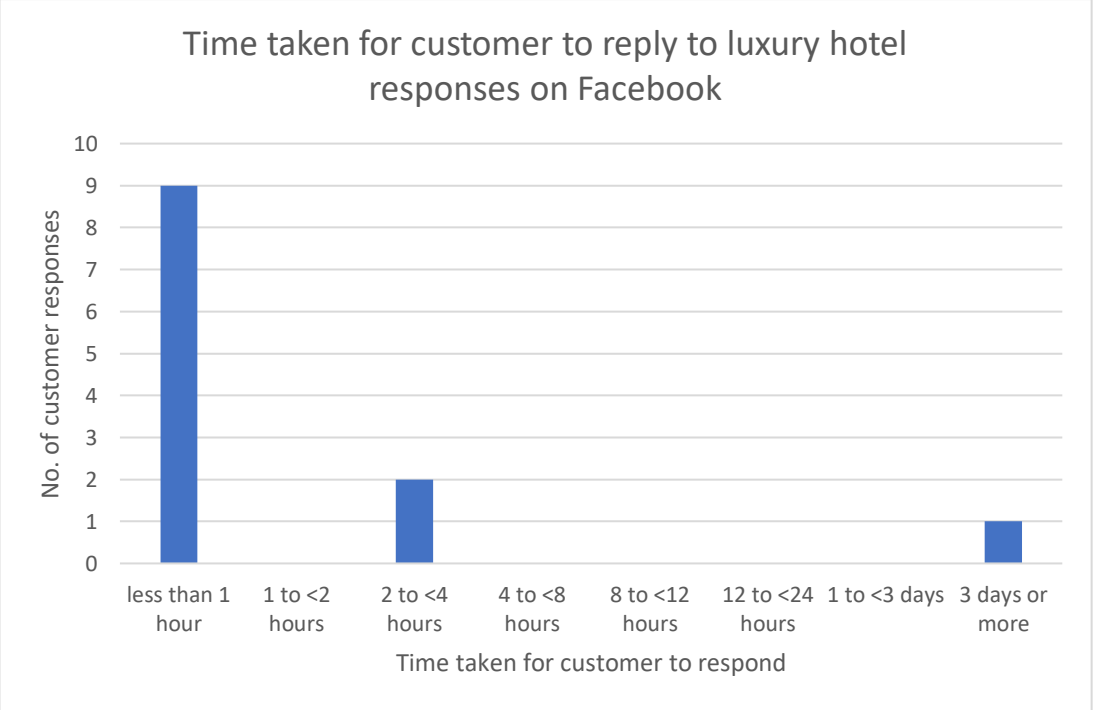

Figure 62 Time taken for customers to reply to hotel responses to complaints on Facebook

4.8.2.3 TripAdvisor

Of the complaints on TripAdvisor only four received a response from the hotel. It seems that customers' motivation to use this platform are not necessarily in the hope of receiving a response but in order to help others who may wish to use the same luxury hotel.

4.8.3 Hoteliers' perspective of customers' desired complaint response

All hoteliers interviewed described their perceptions of customers' expectations for a fast speed of response to their complaints;

> *"So, the hotel can respond even faster and I suppose this is the name of the game. It will always be particularly important for anybody that would call themselves being a professional act in our industry I suppose… speed becomes more and more relevant."*
>
> (Chris, hotelier)

> *"They expect a reply sooner rather than later"*
>
> (Chris, hotelier)

> *"People want a response immediately. That's a fact."*
>
> (John, hotelier)

> *"I think they want a timely response"*
>
> (Thomas, hotelier)

However, all the hoteliers also stated that they would still investigate each complaint received and acknowledge that this would slow the speed of response;

> *"Kind of three or four days that we'd be trying to resolve it and that would essentially be us going to the different department heads – the managers kind of finding the trail of what's happened and resolving it that way"*
>
> (Rosie, hotelier)

> *"Actually, the investigation… you have to then check with the people who are on that day, we actually have cctv cameras. If someone says I was waiting twenty minutes; actually, we can verify actually it was seven minutes and so on so forth so whilst our investigation process may appear quite onerous from a customer service point of view it actually has to be done"*
>
> (Peter, hotelier)

"We say how sorry we are, we're investigating and we will get back to you"

(Simon, hotelier)

4.8.4 Customer evaluation of complaint response time

Customers vary in their perspective regarding what constitutes a timely response to a complaint. An example of a complaint gathered from TripAdvisor concerned a resolution being offered too late;

> *"I spoke to the duty manager after my second request and received an apology. It was too little too late".*
>
> (TripAdvisor)

Gilly's quote below illustrates her observation of the passage of time when waiting for a response to a complaint and of a point in time when she notices how much time has gone.

> *"I don't expect an answer in like thirty seconds or even like within an hour. I do think that within the twenty-four-hour range or more is when I'm starting to be like… not necessarily get mad or annoyed, but I start to notice"*
>
> (Gilly, customer)

Customers also evaluate how much time they think hotels have spent in responding to their complaints as Basil's quote below illustrates;

> *"They sent me a direct message which was from the General Manager but it was so, so templated that it was obviously not from the General Manager…more or less a cut and paste. It wasn't personalised to the situation at all. So that disappointed me."*
>
> (Basil, customer)

Participants of the OF have high expectations for speed of response to their complaints posted on SM;

"If they value their reputation for being providers of excellent service and care, immediately!"

(OF)

"As soon as they can to show that they care and want to make it right"

(OF)

"As soon as possible, showing that they care and are able to solve issues"

(OF)

"Any complaint and recognition must be addressed no later than in 48 hrs! The earlier the better actually."

(OF)

4.9 Customer concern for the future when complaining via social media

"I would never put anything on there [SM platform] that would damage the reputation of me or the companies that I work for or with."

(Jean, customer)

All customers interviewed expressed concern regarding how they might be portrayed on SM platforms as a result of having complained using this method. Concern for their future reputation is a consideration for customers in deciding to complain, as they perceive it to be, publicly. Within this theme, six sub-themes were identified illustrating a range of similar, yet distinct, customer concerns regarding their portrayal on SM. Some customers described wanting their complaints to appear balanced in providing a fair presentation of their complaint. Other customers wanted their written complaints on SM platforms to appear justified; that others would have also complained given similar circumstances. Those with greater experience using SM platforms and with a wider and established network were concerned that their complaints would elicit trust of their followers. Some customers stated they wrote complaints that should be credible or believable, expressing an awareness of those writing false or unfounded complaints, which they did not wish to be seen as. Finally, some customers were eager to provide evidence, as they saw it, such that if his or her complaint was refuted, there was additional content to support the complaint.

Examples of quotes from customers are shown in each following category;

Balanced

"I'd maybe be a bit aware of what I was saying…knowing that other people were looking at it and able to comment on it as well. I would choose my language carefully. I wouldn't be ranting on there, assuming it was something that warranted that".

(Terry, customer)

Justified

"I've worked hard all my life…it's a lot of…you have to work hard to get the money and you know to go to spend it you want to make sure you've spent it and had the best time possible… this isn't about financial remuneration. This is about us having what we have upgraded to. This is what we were told we would have."

(Alice, customer)

Trust

"I might go read you know your specific reviews because you're a friend of mine or in my social circle and someone who's opinion I value."

(Roger, customer)

Credible

"I would look really silly in my own network by really sounding off and I want to still have a professional presence on my SM – there's a lot of business stuff that I'm involved with"

(Basil, customer)

Evidence

"I'd like there to be evidence of what it is that we're discussing and/or commenting as opposed to just putting its really great or really crummy. You should never go here or this is the worst place on the planet. Let's at

least provide some kind of evidence to every submission to back up your claims."

(Roger, customer)

Eight of the thirteen customers interviewed expressed a reluctance to be viewed, either presently or in future, as someone who complains, demonstrating a negative perception of those who make complaints. Examples of quotes include;

"I'm not somebody…. you know there are people aren't there that …. people that complain all the time about the slightest little thing. Well I wouldn't do that."

(Alice, customer)

"I'm not really a complainer."

(Connie, customer)

"I'm shall we say, I'm of sunny disposition. I'm not someone who complains…I'm not a serial complainer shall we say."

(Andrew, customer)

4.10 Exceptional experiential consumption in luxury London hotels

The context of luxury hotels located in London provides an opportunity to gain new insights into the CCCB described by the interview participants. Customers discussed themes such as; "*expectations*", "*price* (money)", "*brand damage*" and, "*experience*". Participants also voiced opinions regarding their, "*perceptions of luxury*", as different from, "*expectations*", where the former described customer perceptions of how other people define luxury. There were many references participants made to, "*types of people*", who buy luxury experiences and as, "*exceptional*" or out of the ordinary experiences. From a temporal perspective, "*expectations*" and "*brand damage*", were the most relevant sub-themes, in the sense of describing how customers' felt regarding perceptions of speed (e.g. of service and/or waiting) and response times within the context of luxury hotels.

4.10.1 Exceptional experiences

There were a number of comments made throughout the interviews with hoteliers regarding the unique context of EE in luxury London hotels. Hoteliers provide descriptions of EE in their hotels;

> *"Someone who's coming for a celebration you know; red letter day; two girlfriends just celebrating a birthday or wanting to relax and chill out but they've obviously planned their day; whether it's an afternoon tea or a massage you know to the health club and using the steam and the sauna and the pool and so forth so you know not only have they planned it but from the moment they've made the reservation and payment there's an expectation; there's an excitement. That journey for them has commenced. They're telling their friends already about what they're looking forward to; if they therefore arrive and we're not able to meet that expectation and there's a disappointment you know very often you will find that if we don't read the signals and we don't recover that situation then yeah I expect that they will go home, some people will put something in writing on the way home and we'll get a fairly quick response."*
>
> (Simon, hotelier)

> *"[luxury London hotel] is a bucket list for a lot of people so therefore they come with a lot of expectation… You've got a combination of what people are paying, how frequently they would have a five-star experience"*
>
> (Peter, hotelier)

> *"Okay, we are married now for twenty years or you know it's your sixtieth birthday or we celebrate a birthday, okay let's treat ourselves; where one treats the other, for a special occasion and then you deal with guests that are all of a sudden in a luxury environment without understanding necessarily what to expect….. If somebody is well-travelled, they normally understand what can and cannot happen; what is tolerable and what is not but if somebody has no idea [little experience of luxury hotels] you expect absolute perfectionism in everything".*
>
> (Chris, hotelier)

Data gathered from SM platforms also confirmed luxury London hotels are often used for the consumption of EE;

> *"My wife and I stayed here for our tenth wedding anniversary."*
>
> *(TripAdvisor)*

> *"My wife enjoys luxury hotels and so as an occasional treat we like to spend a night in one and this was supposedly on her bucket list"*
>
> *(TripAdvisor)*

> *"On arriving at the hotel, we were asked if this was a special occasion so we explained we were celebrating an anniversary. When we arrived in our room, I saw a card and was impressed until I noted it was addressed to someone else."*
>
> *(TripAdvisor)*

There were as many mentions of EE as there were about speed on Facebook, confirming that this was often a primary reason for visiting a luxury London hotel;

> *"This was supposed to be a wonderful and special birthday surprise for my husband. Never again will I want to spend a night in this run-down hotel because it's glory days are over."*
>
> *(Facebook)*

> *"Sad to say they forgot that it was our daughter's 21st birthday dinner"*
>
> *(Facebook)*

> *"Because it was a birthday gift, we didn't say anything"*
>
> *(Facebook)*

4.10.2 Customer expectations of luxury hotels

Customer expectations for five-star luxury hotels are high, and higher than in other contexts, and this was confirmed by some participants. Use of labels such as, "*five-star*", and, "*luxury*", were referred to by most customers as justification for their CCB;

> *"I really thought it was out of order for a five-star hotel"*
>
> *(Basil, customer)*

> *"You know as someone who bills themselves as a luxury hotel that's not acceptable."*
>
> *(Roger, customer)*

> *"If it's promoted as "luxury", I believe anything is fair game. It is expected they be on their game."*
>
> (OF)

Specific mentions of having higher temporal expectations in the context of luxury London hotels are evident in the use of the word, "*especially*", by Andrew and, "*definitely*", by Roger;

> *"I would especially have expected a much swifter response in retrospect."*
>
> *(Andrew, customer)*

> *"I would definitely expect the luxury location to respond quickly"*
>
> *(Roger, customer)*

> *"I said to her well that's not really quite what we expect from the [luxury hotel] actually, being asked to wait"*
>
> (Alice, customer)

4.10.3 Customers' unrealistic expectations of luxury

The majority of hoteliers believe customers of luxury London hotels and particularly those who are buying EE, are more likely to use SM to complain because their expectations of luxury are unrealistic:

> *"I think people come especially if it's a celebration or they've kind of saved to be able to come here and do that then they have that expectation of it being flawless and completely perfect and I'm not excusing it but there are some human errors. Human errors do happen and unfortunately, they happen to those who have saved and saved and saved and then when they're very upset, they do bring up that you know the cost of this doesn't match...it's not matching what you're giving; the cost of it."*
>
> (Rosie, hotelier)

> *"Of course, they expect perfection because its luxury"*
>
> (Sally, hotelier)

> *"For them [customers of exceptional experiences], luxury means a hundred per cent all the time"*
>
> (Chris, hotelier)

Chapter Summary

This chapter has presented the findings of all four stages of data collection; the OF on Twitter, SM scraping of four platforms (Twitter, Facebook, Instagram and TripAdvisor), semi-structured interviews with customers who have used SM to complain following disappointing EE in luxury London hotels and semi-structured interviews with senior hoteliers. The chapter began by revealing evolving CB. The findings regarding customers' motivation to complain, and to do so using SM was presented. Following this, analysis of the time taken by customers to complain was illustrated as well as identifying when complaints are made on four SM platforms. Varying lead times of complaints and response times of hoteliers, were presented. Customers' concern for the future when complaining was considered. Finally, unique insights regarding complaints made on SM in the context of EELC. The following chapter provides discussion, comparing the findings presented here with existing literature and further identifying the contribution of this research.

5.0 Discussion

5.1 Introduction

This chapter discusses the findings of this study in light of existing literature and in so doing, provides the link to the conclusion chapter which articulates the contribution to knowledge of this study. The discussion comprises four parts that are intended to be read in the chronological order presented below. Firstly, CPT form the foundations of this research and are explained in section 5.2. Secondly, discussion is then applied to the field of CCCB in section 5.3. Thirdly, in section 5.4, insight gained via this study regarding CPT and CCCB are further applied to exceptional consumption in luxury London five-star hotels. Finally, the empirical framework, arising from discussion of the findings, provides a holistic overview of discussion, in section 5.5.

5.2 Customer perceptions of temporality

Four diverse, yet congruent, CPT have been revealed via the findings of this research: as a valuable resource, as a rate of movement, as an experience of now and as a memory of the past or vision of the future. This section commences with generic explanation and discussion of each of the four CPT. The interpretivist ontological approach to research assists in explaining CPT revealed in this study. Each customer has their own unique perspective and perceptions of temporality (Harvey, 1989; Virilio, 1986; Wajcman, 2014). At the outset of the discussion, however, it is important to convey both the complexity of temporality, and the difficulty in its comprehension, which has challenged philosophers throughout history (Rovelli, 2018). The researcher finds, with evidence discussed subsequently throughout this chapter, that fundamentally, Bauman's (2000) explanation of perceptions of time as fluid, changing form from liquid to gas, remains a helpful, if limited, metaphor. Where natural scientists prove a measurable and quantifiable transition from one state of matter to another, CPT, as part of social science (Tomlinson, 2007) are less regimented and predictable. Consequently, the researcher presents the blurring between CPT via the use of colour, shown in Figure 63 overleaf. The colours themselves do not have any particular significance but represent transition from one CPT to another. The findings of this research reveal that while there are discernible differences between CPT, as the distinct colours green, pink, orange and blue, for example, the precise moment of

transition from one CPT, or hue, to the next, is indistinguishable. CPT are perpetually transient, multi-directional and fluid. Identifying when the present becomes the past, or the future is envisaged within the present, for example, as determining when pink becomes orange, is not easy. Further, this research finds that more than one CPT may be perceived simultaneously (Harmon and Dunlap, 2018).

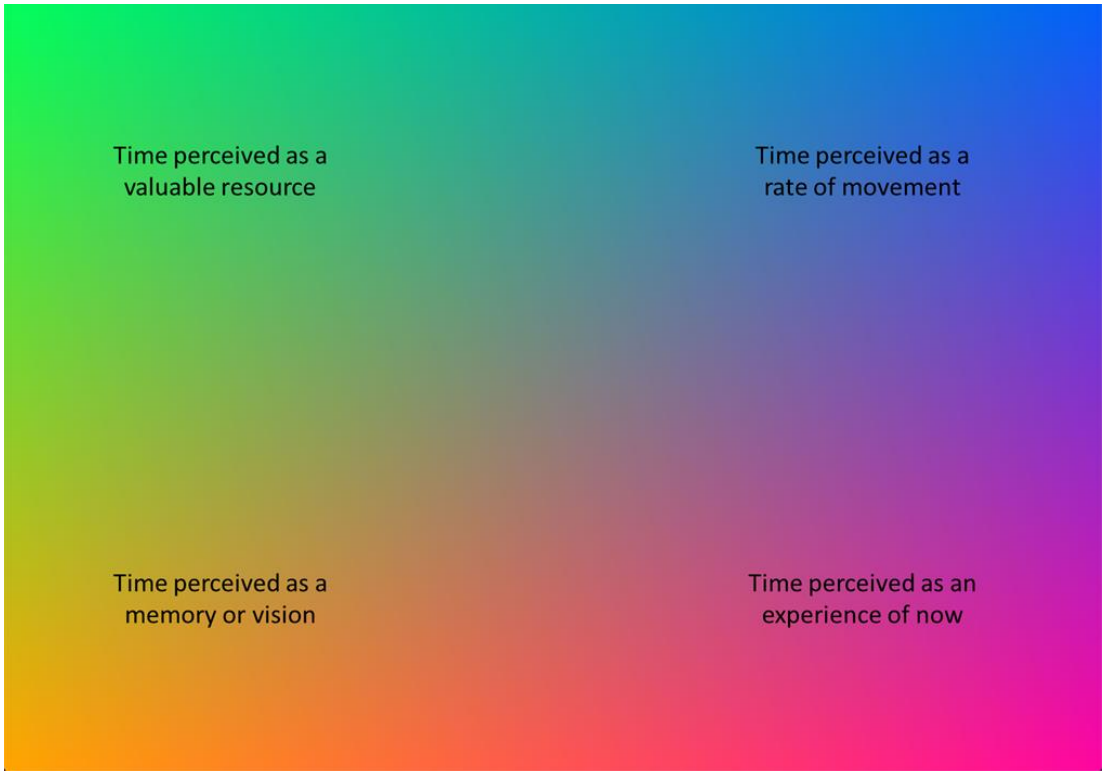

Figure 63 The fluidity of temporal perceptions

5.2.1 Time perceived as a valuable resource

Comparison of the findings with those of other studies confirms that customers participating in this research continue to perceive time as a valuable resource (Barasch and Tonietto, 2017; Bhattacharjee and Mogilner, 2014). All customers interviewed, expressed awareness of the value of time, as something they wanted to have more of, and to use wisely (see section 4.2.1.3 Time described as a valuable resource on page 150). Examples include; a feeling of never having enough time (Alice), of wanting an extra hour in the day (Andrew), of being time precious (Basil). Other descriptors denoting the perceived value of time by customers included; wanting to maximise time (Jean), not wanting to run out of time and of being strict with time (Kurt). All such comments reveal a perception among customers of the scarcity of time (Dodd and Wajcman, 2017; Kleijnen et al., 2007; Vostal, 2014;

Wajcman, 2019) and thereby its innate value. Complementing the work of scholars such as Keinan and Kivetz (2011) and Carter and Gilovich (2010) hoteliers also confirm an observation, outside the context of complaining, that customers seek to maximise utility from time. When perceived as a valuable resource, CPT, customer concerns centre on appreciating the value of time, of not wanting to waste it (Maguire and Geiger, 2015; Whiting et al., 2019), of wanting more (Parkins, 2004), and seeking efficient yield from time (Andreassen and Streukens, 2013).

5.2.1.1 The legacy of capitalism

The perception of time as a valuable resource is a legacy from capitalism (Kristensen, 2018; Sharma, 2017; Wajcman, 2014; Vostal, 2014). The findings of this research confirm the roots of capitalism maintain a strong influence in society today, revealed via evidence of most customers' inner drive to maximise utility from individual units of time. Clock time was first introduced in order to facilitate efficient yield from portions of time (Foster, 2017), heavily influenced and abetted by rapid technological advancement (Wittman, 2017). The more individuals were able to produce in the least time, the greater the perception of productivity (Simmel and Hughes, 1949). Over a century and a half later, "digital capitalism" (Dodd and Wajcman, 2017), has enabled capacity from time to be utilised exponentially. Multiple tasks can be carried out simultaneously via mobile technology, often resulting in very little unaccounted for units of time (Quinton and Reynolds, 2018). The findings of this research reveal the incessant desire to use time wisely, enabled by technology, retains a firm grip on many individuals today. Many customers interviewed describe a persistent feeling and inner drive, or temporal pressure, pushing them to, "get things done", when explaining how much they seek to achieve in their daily, self-imposed and metaphorical to-do lists. Hoteliers also observe a general sense of urgency in most customers wanting to achieve more in less time, whether to increase the number of unusual experiences they consume, or having less patience to wait for responses to queries. Further, hoteliers perceive that most customers, both value, and are short of time. There is an overall perception and assumption among participants, revealed from the findings, that the innate value of time is perpetually present in many customers' minds, acting as a driving motivational behavioural force.

5.2.1.2 Personal management of time

Customers' awareness of the perishable and finite perception of time, leads many of those interviewed for this study to believe careful management of time is required. In support of literature detailing the societal pressure to control time (Sharma, 2017; Tomlinson, 2007; Wittmann, 2017), time is frequently discussed by customers using similar language to other resources requiring close monitoring, such as money. Further, there is an inference by customers that if they did not closely manage their own time, it might inadvertently be lost, either by accident or design. Previous research often argues control of time is difficult (Sharma, 2017) because some future events cannot be anticipated, referred to as spectral time, Erickson and Mazmanian, 2017, and that to achieve control of time one must be powerful (Bauman, 2000) and have higher status (Molotch, 2017). Yet, the findings of this research reveal the relative ease with which customers are able to organise their own time evidenced by their descriptions of temporal planning. Various strategies are introduced by customers, such as in scheduling of future events, allowing slack for the eventuality that plans do not meet temporal expectations and reflecting on past experiences in order to gain temporal advantage in future.

5.2.1.3 Technology as temporal enabler

Technology remains today the central facilitator of temporal productivity (Wittmann, 2017). The increasing proliferation of technology in the lives of customers and their everyday integration in performance of daily tasks, is heavily documented in literature (Erickson and Mazmanian, 2017; Tomlinson, 2007; Rosa, 2017), observable in society (Tobin, 2019) and also evidenced in this research. The findings of this study reveal that both customers' adoption of mobile devices and use of SM platforms facilitate their capacity to achieve greater output than not using them. Additionally, and critically, not only is the capability to achieve more, and to do so more quickly, enabled via technology (examples include; telephoning, finding information, sharing experiences on SM; all via smartphone) but the mobility of devices allows immediacy of such tasks being actioned wherever and whenever the operator chooses. Many customer participants discussed examples of squeezing multiple tasks, performed simultaneously, via their mobile devices, in order to maximise their own temporal efficiency. Basil, for example, explained his complaint making via his phone while experiencing dissatisfaction in a luxury London hotel restaurant. Similarly, hoteliers

describe receiving complaints made by customers via mobile devices while in situ at their hotels. These findings further support research (Katz and Aakhus, 2003) that adoption of technology enables customers perceiving time as a valuable resource, to increase their yield from units of time.

5.2.1.4 Less leisure time despite technological advancement

Despite vast and continuing improvements in technological capability (Katz and Aakhus, 2003; Wittman, 2017) and assumptions that their adoption would lead to more leisure time, many authors' recent assertions (Erickson and Mazmanian, 2017; Sharma, 2017; Wajcman, 2014) of the opposite experience being true for most people, appears to hold in this research. Superficially, it seems that the capacity to achieve more via technology does not necessarily provide many customers with surplus time but instead, a greater impetus to do even more. John, a senior hotelier with many years' experience explains his observation that many customers increasingly expect to be productive with time while staying in hotels. The technological capability to work while staying in a hotel, even for leisure trips, is important to customers prioritising hotel services such as super-fast Wi-Fi and fibre-optic internet connections, providing the optional capacity to achieve more at any moment, if desired. Indeed, all participants of this research are proficient users of technology via a combination of desktop computers, mobile telephone and handheld tablets. Yet, not one participant directly states having an abundance of free, unaccounted for or spare time. To the contrary, in extolling the benefits of their own technological proficiency during interviews, most customers proudly suggest they are pushing themselves to achieve ever higher levels of output in less time, rather than experiencing more leisure time facilitated via such devices. It can be concluded from this research that most customers do not have, and/or are reluctant to admit having, available time which is unaccounted for despite technological advancement, thereby supporting the work of Wajcman (2014) who describes this as a time pressure paradox.

5.2.1.5 Communicating temporal efficiency

All participants of this research, albeit to varying degrees, are eager to explain how busy they are (see section 4.2.1.2 Busyness on page 150), meeting temporal demands and efficiently juggling pressures of daily life, demonstrating their temporal efficacy, although not necessarily themselves aware of doing so. However, it is questionable the extent to which individuals living in the accelerated society today are actually busy or rather only that they wish to convey their productivity. Where society values use of time and believes its efficient utility is paramount, individuals seek to portray their alignment with societal temporal norms (Sharma, 2017; Tomlinson, 2007) in order to improve their standing in society (Erickson and Mazmanian, 2017; Veblen, 1899) and their own feelings of self-worth (Wajcman, 2014). The findings of this research confirm most customers seek to communicate their skill in the productive use of portions of time to others. By conveying both conspicuous consumption (Veblen, 1899) and conspicuous devotion to work (Wajcman, 2014) customers reveal perceptions that society values efficient utilisation of time and therein demonstrates its value as a resource. In support of Keinan and Kivetz (2011), the majority of customers interviewed explained their desire to complete bucket lists, which hoteliers confirm their hotels to frequently be on, and to seek to maximise their consumption of exceptional experiences, as one example of their effective utilisation of time.

5.2.1.6 Temporal advantage of displayed busyness

This research finds, in support of Sharma (2017) that communicating, directly or indirectly, their own temporal busyness provides customers with temporal advantages in societies that value temporal utility and when time is perceived as a valuable resource. As well as merely portraying themselves as busy people, for societal and self-worth, the majority of customers interviewed, are actually busy, seeking to use time wisely for productivity reasons. Rosa (2017) argues a significant pressure of the accelerated society arises from faster systems placing pressure on slower ones. The findings of this research support Rosa (2017) but stretch knowledge further in suggesting pressure is placed not only on systems, but other people, or that people might be perceived as slower systems in this context. Customers themselves, in communicating their own busyness, perhaps without doing so consciously, seek to place pressure on luxury hotels, via staff, to meet their personal temporal demands.

Stephanie, for example, is a professional luxury blogger with extensive travel experience in luxury hotels worldwide. Through cultivation of relationships with luxury London hotels she is able to communicate her daily lived experience of busyness, of extensive demands on her time, to these hotels, such that they appreciate how short of time she is, resulting in her receiving preferential treatment, such as personalised timing of turndown service and dining times, thereby using less of her valuable time.

5.2.1.7 Whose time is it anyway?

Where CPT as a valuable resource dominate, time experienced with others has the potential to cause delays and reduced utility from time. The findings of this research reveal that customers are aware of the ever-present threat of lost time via their attempts at contingency planning when scheduling; allowing slack for travel time for example, and also of frustration when plans have not been adhered to. Time spent with, or scheduled to be spent with, other people, in whatever context, is more difficult to manage and monitor closely (Erickson and Mazmanian, 2017; Rosa, 2017). Firstly, perception of time is altered when with others; concentration centred elsewhere when conversing with others, for example, such that management of time is more challenging. Secondly, interacting with others, causes them, at times, to lose periodic temporal control of the utilisation of units of time. Precisely combining the convergence of individuals' itineraries is challenging as both parties strive to manage their own temporal demands. In both cases, either conscious or not, of the passage of time with others, this research supports that of Erickson and Mazmanian (2017) who identify cohabited or shared time as threatening for individuals seeking to gain utility from time, recognising the ever-present temporal risk of other people in the careful monitoring of the resource of time. Temporal scheduling, and therefore, utilisation of one's own time, is impacted by others' temporal itineraries, such as the luxury London hotel, for example. This study reveals that the issue of cohabited time is particularly stressful for customers during consumption experiences where the dominant CPT is as a valuable resource and wasted time is an ever-present possibility.

5.2.1.8 Temporal pressure

This section has provided insight regarding CPT when perceived as a valuable resource. Each element of perceiving time as a valued resource discussed in this

section has a role in contributing to temporal pressure for customers. In summary, the legacy of capitalism, where time constitutes a resource that should not be wasted (Foster, 2017), enabled by technological advancement continuing today, remains a pivotal, if under-acknowledged and unknown by customers, force in the majority of customers' lived experiences. Customers' extensive adoption of mobile technology (Dodd and Wajcman, 2017) facilitates greater yield from units of time and perceiving the societal value of such utility, customers experience less leisure time and are eager to convey their busyness and productivity. As well as wanting to increase their societal standing and self-worth from articulating their temporal efficiency (Erickson and Mazmanian, 2017), customers also realise the temporal benefits of communicating their shortage of time to others. Efforts to manage the resource of time concerns most customers, particularly where time is shared with others. Customers strategise and allow for the risk of lost time, often reflecting on past experience. Combined, the aforementioned aspects of the CPT of time as a valuable resource, manifest to create temporal pressure on all customers, albeit to varying degrees. This research finds in support of previous research that awareness of the value and perishability of time is a significant driver in CC behaviour today (Ashby and Gonzalez, 2017; Dodd and Wajcman, 2017; Kleijnen et al., 2007; Maguire and Geiger, 2015; Sharma, 2017; Song and Hollenbeck, 2015).

5.2.1.9 Links between the customer perception of temporality as a valuable resource and the other customer perceptions of temporality

When the perception of time as a valuable resource is dominant, perception of the remaining three perceptions of time are affected, primarily via feelings of temporal pressure to utilise units of time wisely. Figure 64 overleaf demonstrates the intertwined relationships revealed via, and central to this research. Learning from the past (CPT as a memory or vision) enables customers to adhere to their own temporal values and adapt future behaviour where temporal disappointments have occurred, such that they might not be repeated, resulting in wasted time. Customers might, for example, remember time is saved by asking hotel concierge queries regarding parking, rather than hotel reception, having discovered this is more effective in previous situations. Further, customers also experience pressure to reflect fondly on past experiences, as one might in post-purchase evaluation (Kotler et al., 2003), reassuring themselves retrospectively that their use of time past has been invested wisely. Secondly, customers experience pressure to maximise utility, both enjoyment

and productivity, during experiences of now because of a heightened awareness of the perishability of time. Customers may, for example, consciously remind themselves to enjoy the moment being experienced as it occurs. Thirdly, the findings of this research provide evidence of links with CPT as a rate of movement. The extent to which time is perceived as a valuable resource provides temporal pressure regarding speed and how much is scheduled to take place within what time periods, planning multiple activities according to a rigid timescale, for example, in order to account for, and utilise, as many periods of time as possible.

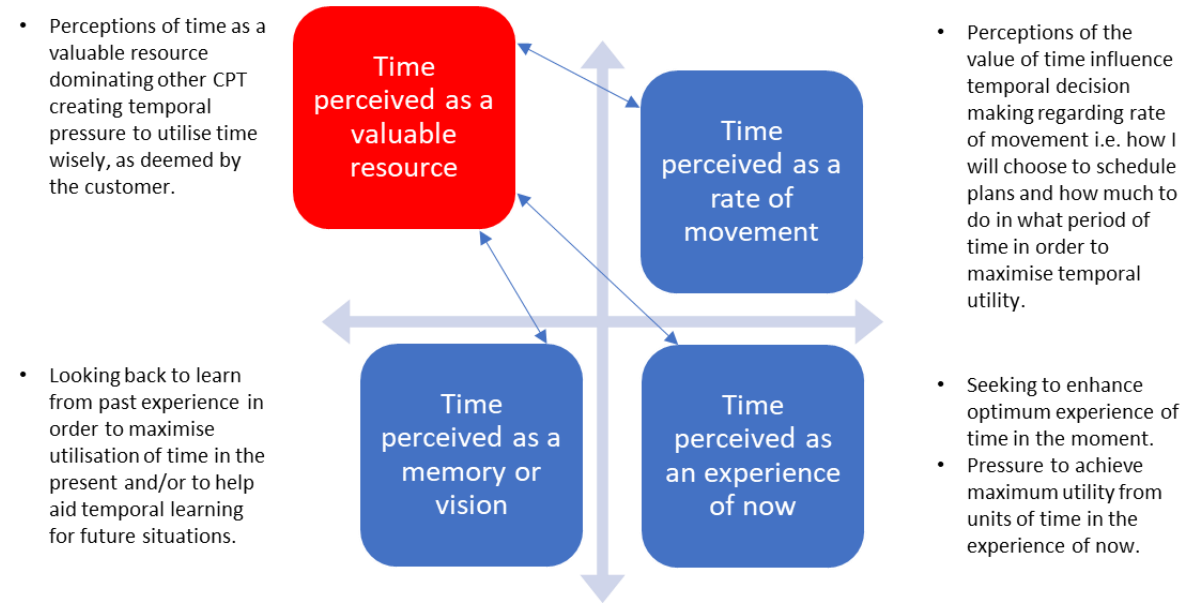

Figure 64 Links between CPT and time perceived as a valuable resource

5.2.2 Time perceived as a rate of movement

CPT as a rate of movement identifies a perception of time passing from one period or moment to another. Differing from CPT as a valuable resource where time is perceived as a separate, or objective, entity, CPT as a rate of movement, perceives time as a collection of subjective experiences. The present study establishes customer awareness of the movement of time is evident in CB in a variety of ways, discussed in the following sections. In support of other authors, this research found customer consciousness of the passing of time continually fluctuates (Chen and Nadkarni, 2017; Jeacle and Carter, 2011; Maguire and Geiger, 2015). When fully engaged in a task, for example, time appears to be elusive, disappearing quickly, such that moments pass without conscious awareness (Hammer, 2011).

Csikszentmihalyi (1997) defines absorption with activity, where the perception of time is consumed with a pressing and absorbing task as flow. The findings of this research suggest that when perceiving time as a rate of movement, customers sometimes experience periodic elements of flow, such that perception of individual moments pass unnoticed. Conversely, all customers interviewed reflect on experiences where the passage of time from one moment to the next seems slow (Sivakumar et al., 2014; Sharma, 2017), laboured and thereby becomes more noticeable. For example, observing the passage of time when waiting for service or for a response to a complaint.

5.2.2.1 Appropriate speed

When considering movement of time, the speed of such movement increases in importance. Speed is the rate of movement from one place or point in time to another (Rovelli, 2018; Dodd & Wajcman, 2017), is relative (Molotch, 2017) and can be either fast or slow (Virilio, 1997). Accordingly, the subjectivity and contextual judgements of what constitutes appropriate speed, emerge (Molotch, 2017; Rosa, 2017; Sharma, 2017). Society often appears to suggest faster equates with better; increased productivity, excitement, adrenaline and therefore happiness and prosperity (Gleick, 1999; Sharma, 2017; Wajcman, 2014). Indeed, hoteliers notice growing desire for immediacy and instantaneity in CB, supporting Tomlinson (2007) who describes a growing culture of speed in society. The luxury hotel has associations of perfection (Lemieux et al., 2012) and this research finds that such assumptions and expectations extend to customer perceptions of appropriate speed. For example, where CPT as a valued resource is paramount to a customer, fast speed is sometimes preferable, such as minimising wasting time waiting in a queue at reception. Yet, customers who perceive time as a valued resource also appreciate slow speed when deemed appropriate by that same customer, such as not wanting to be rushed while dining. Determining others' views of what constitutes appropriate speed is therefore challenging in an accelerated society in which speed is increasingly evident, often desired and influenced by others (Rosa, 2017).

Although some customers interviewed expressed dissatisfaction at feeling rushed or that the speed of movement was too fast in a luxury London hotel, more customers were disappointed about slow speed, particularly in the context of complaining. Firstly, the experience of waiting, and thereby preventing appropriate speed, was considered negatively by all customers. Maister (1984) was the first scholar to study

the psychology of the experience of consumer waiting, introducing, “waiting line theory”. The findings of this research support Maister (1984) and others (Durrande-Moreau and Usunier,1999; Jones and Dent, 1994; Pàmies et al., 2016; Seawright and Sampson, 2007) that most customers prefer to be doing something, even anything, rather than nothing, while waiting. Most customers express empathy with luxury London hotels of the inevitability of periodic waiting during consumption and seek to counter the frustration of the slow, empty, passage of time by occupying themselves with their mobile devices, and SM platforms, in the meantime. The link with CPT as a valuable resource is apparent where the experience of empty time constitutes a stark reminder to customers of temporal waste and lack of temporal utility of this perishable resource.

Secondly, interruption was introduced by many customers interviewed for this study in the context of speed. When moving or progressing from one activity to the next, at speed, interruption is considered detrimental (Colvile, 2016). In their desire to achieve temporal pace, appropriate speed and maximum utility from time, this research finds that most customers’ priority, if interrupted, is to return to planned activities as quickly as possible. Complementing the work of Sharma (2017) who identifies momentum as a central component of the accelerated society (Wajcman, 2014) and the wider speeding up of society (Colvile, 2016), many customers seek control over temporal interruptions. The findings of this research reveal that most customers prefer to minimise interruption now, in the present moment, even if doing so results in subsequent interruption at a later date, rather than experience longer interruption now, solving the problem and therefore experiencing no further interruption later. This research therefore supports Zauberman and Lynch (2005) who found that individuals are mostly optimistic that they will have more available time in future than they do in the present. Accordingly, most customers do not mind future interruption as much as now in the present moment, rather than later, because they optimistically believe they will have more available time to spare in the future than they have now. Additionally, the state of flow (Csikszentmihalyi, 1997), and absorption in activity in the present moment may also account for many customers’ desire to avoid interruption in the present, preferring interruption at a later date.

5.2.2.2 Habitual behaviour as a facilitator of speed

In seeking to optimise and achieve their own speed preferences, customers explained ways in which they facilitated this. Jianhong and Nadkarni (2017) suggest that

individuals have their own penchants for temporal pace and the language used by customers during interviews is confirmatory in this respect. Most customers frequently use phrases such as, "*tend to*", "*typically*", or "*usually*" do. There are temporal benefits from achieving regular pace and progression enabled via habitual behaviour (Verplanken et al., 1998), such as habitual use of mobile devices, for example. From the perspective of time as a rate of movement, not needing to stop, think and act consciously, creates momentum and facilitates customer preferences for maintaining pace (Sharma, 2017). Therefore, adoption and repeated use of a range of temporal time-saving tools, such as mobile devices and SM platforms, becomes extremely beneficial to customers eager to move at speed or progress to another activity. Many of the customers interviewed described their use of mobile devices as instinctive, habitual and automatic.

5.2.2.3 Reaction speed

Speed of movement applies not only to customer experience but also behaviour. Hoteliers observe and customers acknowledge that many customers are increasingly likely to react more quickly today than in the past. Zimbardo and Boyd (1999) and Hassan (2007) argue collective frustration and aggravation arises from living at a faster pace and Thogersen et al. (2009) of increased likelihood of emotional reactions. It is challenging to ascertain definitive behavioural motivation without explicit recognition from customers themselves. However, when describing customer perceptions of speed, there is frequent inference, even by customers themselves, that they increasingly act without thinking. The findings of this research further confirm customers are themselves aware of their capacity to react more quickly, as a reflex action. Acknowledgement from customers that they do not necessarily behave as they would wish, demonstrates CB is sometimes involuntary. Given the means to act quickly, without reflection, via mobile devices and SM platforms, customers react at faster speed and are likely to continue to do so as mobile technology improves and society continues to accelerate (Wajcman 2019). Therefore, management of customer complaints is likely to become increasingly difficult in the future.

5.2.2.4 Temporal speed

Discussion of customer perceptions of time as a rate of movement has revealed temporal speed to become the primary focus of CPT when perceived in this way.

Customer awareness of the passage of time continually varies, such that often, time passes unnoticed and at others, time lapses are consciously observed. The varying perception of the speed with which the passage of time occurs, and what constitutes appropriate speed, is evaluated subjectively by all customers, whether consciously or not, and varies by context. Waiting and interruption are often considered by customers as undesirable and prohibitive in the progression of speed. Customers have devised techniques to manage waiting, such as occupying themselves with mobile devices, and interruption, by arranging it for later, rather than now. However, habitual behaviour is, at times, but not always, a facilitator of speed for customers, such that perceptions of the passage of time may be altered. Both customers and hoteliers observe that reaction speed of many customers is increasing and CB is not necessarily consciously considered, providing a challenge in the future of complaint management.

5.2.2.5 Links between the customer perception of temporality as a rate of movement and the other three customer perceptions of temporality

Many links between CPT have been identified through this research with regard to perceptions of time as a rate of movement (see Figure 65 overleaf). For example, where time is perceived as a rate of movement, optimum speed, both fast and slow, is of primary concern. Appropriate speed is evaluated by context, where at times both fast or slow might be preferable. When perceiving time as a valuable resource, fast speed is sometimes, but not always, favourable because of a perception of increased utility from units of time, being served quickly if waiting in a queue, for example. However, slow speed might also be preferred in order to gain maximum feelings of pleasure from individual moments of time, not to feel rushed while dining for example. Where speed is perceived to be too slow by a customer in a particular situation, feelings of frustration of the under-utilisation of time emerge, such that perceptions of now, are empty or boring because they are devoid of activity and/or obvious progress from one stage to the next. Conversely, moving too fast impacts on perceptions of time as an experience of now such that the passage of time passes unnoticed, or flow, which may be stressful due to feelings of loss of control. Where time is perceived as a memory or vision, the capacity to reflect is increased when moving slowly, which can be positive if such reflection is sought. Alternatively, if there is too much time to ponder on multiple possible eventualities anxiety can be increased. Reflection also

enables customers to reflect on behaviours that have facilitated faster or slower speed in the past as well as predicting what might occur in future.

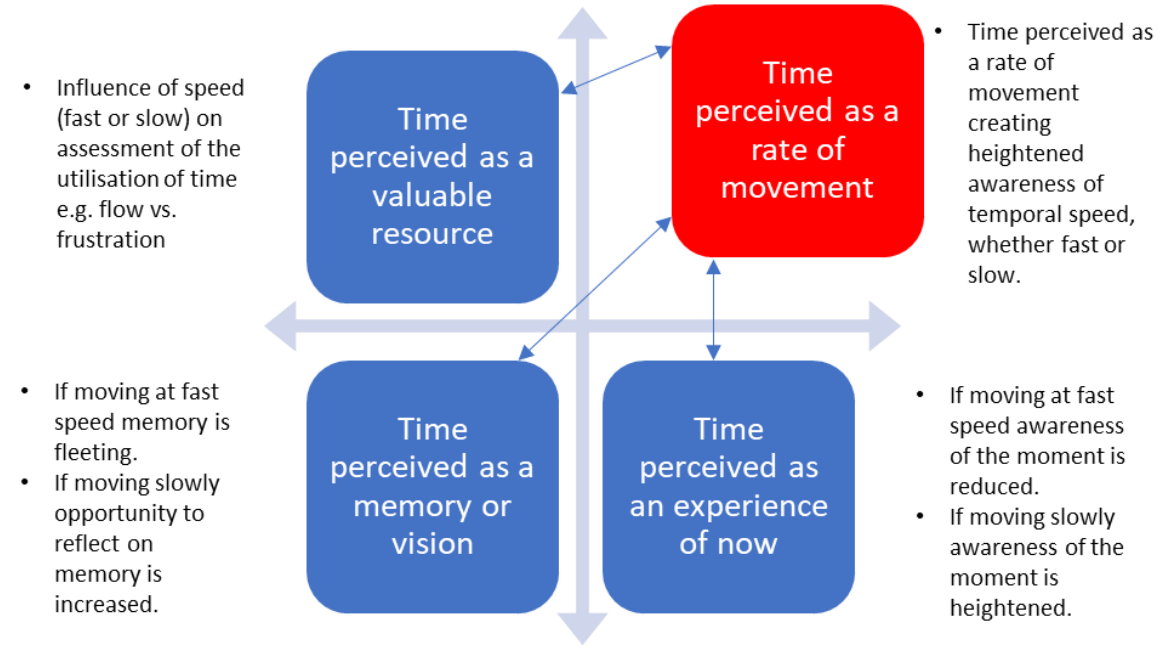

Figure 65 Effect of the dominance of CPT as a rate of movement on the other CPT

5.2.3 Time perceived as an experience of now

When perceived as a moment of now, CPT concern the experience of being aware of the moment of now, such as when waiting. Determining precisely when "now" occurs remains one of the most challenging aspects of understanding the nature of time (Rovelli, 2018) and illustrates the philosophical difficulty in conceptualising the meaning and interpretation of exactly how time is both perceived and defined. There are debates regarding absolute time (Massey, 2001); questioning the existence of time as a separate entity, as argued by Newton; or as only existing if the change in time is observable, as argued by Aristotle (Hammer, 2011; Harvey, 1989). Einstein further argued that it is actually perspective that is the critical component in understanding perceptions of time (Rovelli, 2018). Moving closer to the present day, scholars of the accelerated society (Simmel and Hughes, 1949; Wajcman, 2014) argue, in moving rapidly from one activity to the next, perception appears to be altered, resulting in a further perception of fewer experienced moments of now. Indeed, the findings of this research suggest that many customers find it increasingly difficult to experience moments of now in unaccounted for, or empty moments of time, perhaps arising from societal pressure to utilise time wisely where CPT as a valuable

resource dominate. Supporting the work of Sharma (2017), the majority of customers were reluctant to suggest, or admit, they had spare, unaccounted-for time. Whether customers experience fewer moments of now because they are genuinely busy or because they seek to portray themselves as such, is unknown. Hoteliers however, observe that customers' time is increasingly planned, even in leisure experiences, and there is very little evidence of unscheduled time (Rosa, 2017) experienced by customers.

5.2.3.1 Speed as the enemy of now

Increasingly, the detrimental impact of constant speed is acknowledged in literature (Barbieri, 2018). Concern for mental health (Wax, 2013) and the difficulty many individuals experience in slowing down is evident in growing research regarding mindfulness (Seldon, 2015). From the perspective of customers in this research however, the negative (mental) health impact of progressing at speed was beyond the scope of this study. Yet, supporting the work of Husemann and Eckhardt (2019) the findings of this research do demonstrate the ability to switch off from the accelerated society is extremely difficult for many, even most, customers. Much of the temporal advantage of living at speed, demonstrating links here with both CPT as a valuable resource and as a rate of movement, is increased utility from units of time. However, the temporal cost of such utility, arises from the difficulty in slowing down. Husemann and Eckhardts' (2019) argument that fulfilment of three components of deceleration (embodied, technological and episodic) are required in order to achieve slowing down and temporal recalibration from the fast, daily pace of the accelerated society, is supported by the findings of this research. Despite their intentions to enjoy an exceptional luxury experience, customers simply being physically present in a luxury hotel is insufficient in itself to diminish the pull of the everyday existence, and habitual behaviour, of living in the accelerated society. However, customers in this research express pride, rather than sorrow, in having little unaccounted for time. Vostal (2014, p105) describes, "incessant devaluation of experience", arises directly from the acceleration society, yet it seems customers' awareness of this deterioration of experience is minimal, non-existent or not articulated.

5.2.3.2 Mobile devices as temporal absorbers

Literature increasingly acknowledges the difficulty of experiencing moments of now arising from the infiltration of mobile devices in customers' lives (Bittman et al., 2009; Gleick, 1999). The findings of this research confirm all customer participants have their mobile devices with them constantly, supporting a growing body of research in this regard (Baron, 2010; Rosa, 2017; Simunkova, 2019; Wajcman, 2014). Consequently, CPT are heavily impacted by the extent to which both SM and mobile device use have become integral (Simunkova, 2019) in the everyday lives of customers. Many customers themselves confirmed during interviews, the increasing extent to which they were using their devices during leisure experiences (see 4.2.2.1 Mobile device use by customers on page 156). The majority of customers are in the habit of using their devices in their daily lives, such as at work, in order to facilitate temporal efficiency and the findings reveal for most customers, doing so also at leisure becomes a natural behavioural extension. Here, the findings support the work of Molotch (2017) describing the blurring of boundaries between work and leisure enabled by mobile technology and also Wittmann (2017) of temporal overlapping of behaviours between work and leisure.

5.2.3.3 Addictive use of mobile devices

For a behaviour to become habitual, there is a reduction of conscious thought and effort required (Verplanken et al., 1998). The findings of this research support growing evidence of the addictive nature of smartphone use (Bright et al., 2015; Panova and Carbonell, 2018). Perpetual and habitual use of devices results in behaving without conscious thought and of altered perception of time, where hours have passed without the user's awareness of this. Where customers are habitually both living at fast speed (Wajcman, 2019) and using devices to avoid the discomfort of waiting in seemingly empty time (Durrande-Moreau and Usunier, 1999), there is less empty, unaccounted for time leading to fewer moments of now. CPT as a valuable resource, driving a desire for as much time as possible to be utilised and CPT as a rate of movement, driving a desire for speed, is at the expense of CPT of an experience of now. Paradoxically, customers are using technology in order to become more temporally efficient (Colvile, 2016; Wittmann, 2017) but in so doing are losing time elsewhere because of an inability to stop themselves in the habit-forming activity of looking at their mobile phones. Although fear of missing out (FOMO) is

often cited by existing research as a reason for mobile device addiction (Hodkinson, 2019), little evidence of this as a behavioural driver was found in this research, although this was not a specific question asked during the interviews with customers. Similarly, few participants admitted their prolific use of mobile devices was due to boredom (Wittmann, 2017) or an increasing inability to experience moments of empty time (Baron, 2010; Gleick, 1999) due to the hectic pace of life in the accelerated society.

5.2.3.4 Distraction

When asked about their perceptions of customer behavioural change in hotels many hoteliers observed prolific use of mobile phones by customers. Most hoteliers are aware that the majority of customers are increasingly distracted by their mobile phones, engaged in taking photographs of food, having conversations or simply glued to their devices during consumption experiences while in their hotels. Indeed, many customers often, via technology, perform multiple tasks simultaneously, believing this to be temporally efficient. Some customers interviewed provided unprompted examples of ways in which they are synchronising tasks enabled via technology (Quinton and Reynolds, 2018). Andrew, for example, was proud of his proficiency in using a particular software package that enabled him to view multiple Twitter feeds simultaneously. Stephanie also, explained her use of software to set automatic release of her tweets on Twitter, in order that she could carry out other activity while this was happening. Other examples include making posts on SM, or looking at mobile devices during consumption experiences. Subsequently, the findings of this study support research detailing multi-tasking and time-squeeze (Rosa, 2017), diverted attention (Vostal, 2014) and of multiple tasks performed simultaneously (Wittmann, 2017). Such authors argue a lack of empathy (Colvile, 2016), absent-mindedness (Van de Veer et al., 2016) and reduced competency in completing tasks (Wittmann, 2017) ensues but evidence of these is difficult to infer from the findings.

5.2.3.5 Capturing experiences

One of the explanations for many customers' distraction by mobile phone use during consumption is their preoccupation with capturing experiences as they occur. Some customers interviewed for this study, discussed situations where they used their mobile phone to take photographs, make notes or record events while in a luxury

London hotel. Section 4.4.5 Accurate record keeping, for example, on page 186, reveals customers' use of mobile devices as memory aides. Further evidence of customers' capturing of experience via mobile is provided in this research via many customers frequently referring to their devices during interviews, rather than their own memories, in order to provide an accurate recap of past events. The emergent and nascent use of mobiles as journals for text, photographic and audio, by customers, is under-researched. Wajcman (2014) discusses the "networked family", and the use of mobile calendars to co-ordinate group activity but customers' increasing reliance on their phones as memory aides has to date, been overlooked. Nardini et al. (2019), found that focus on taking pictures impairs personal consumption experience but there was no evidence of such impairment found in the present study. From a temporal perspective, customers using their mobile phones to capture experiences appear to place greater trust in those devices than their own memories or ability to remember. Additionally, customers are motivated to capture experiences in order to share and demonstrate their temporal worth in society where conspicuous consumption is highly valued (Gilovich et al., 2015). Customers perceive value in demonstrating evidence of time used wisely for enjoyable experiences, to others in their SM networks. It is also likely that some customers are capturing experiences via mobile as a form of habitual behaviour, without necessarily doing so as a considered behaviour, but as an involuntary reflex action.

5.2.3.6 Temporal presence

CPT as an experience of now culminate in the extent to which the customer is both fully present and aware of what is happening now, whenever such moments occur. In an accelerated society, moments of now often appear to pass unnoticed and the findings of this study have demonstrated some reasons for this. This section has revealed ways in which temporal presence can be lost in a variety of ways. Moving at increasing speed through planned activities, the absorption of time via habitual behaviours and distraction via mobile devices, combine to reduce customer temporal presence in consumption experiences. The prioritisation of capture of experiences via mobile devices over the enjoyment of such experiences is an emerging CB demonstrating the difficulty many customers have in experiencing moments of now.

5.2.3.7 Links between the customer perception of temporality as an experience of now and the other three customer perceptions of temporality

Earlier sections of this chapter have demonstrated temporal benefits are derived from increasing capability and integration of technology in the lives of most customers (Abney et al., 2017; Bacile et al., 2018; Chen and Fu, 2018). However, this study also finds that in extensive use and adoption of mobile technology, availability of time is paradoxically threatened and the desire to use time productively can, at times, be self-defeating. The researcher suggests that it is the dominance of any, or all of the other three CPT identified through this research, that influence and threaten CPT as an experience of now (see Figure 66 overleaf). Where CPT as a valuable resource is of primary concern for a customer at a particular moment, permanent possession of a mobile device becomes a temporal facilitator of speedy problem resolution. Accordingly, a mobile device is often perceived by customers as a readily-accessible perpetual solution for any given situation. Further, such devices also embody constant temptation and distraction for customers, along with a feeling that the current situation might be instantly improvable. Additionally, where CPT as a rate of movement is dominant, the opportunity to perceive the moment is threatened due to moving at speed from one activity to the next. Further, where CPT as a memory or vision is of concern, the customers' primary concern is accurate capture of those memories as they are created so that they may be referred to in future, interrupting and impacting the experience of now.

In understanding of the four CPT revealed via this research, and their influence upon each other, it becomes clear why time as an experience of now, is the weakest, and most dominated, of the four perceptions. Moments of now become less important when the primary focus and temporal priority fluctuates between the efficient utilisation of time, the next activity scheduled or looking back and/or planning for the future. Time perceived as an experience of now is constantly at the mercy of more pressing demands of the other three temporal perceptions, also explaining perceptions of the speeding up of society with seemingly ever fewer perceptible moments of now. As efficiency of time utilisation, progressing through scheduled activities and learning from the past in order to improve temporal efficiency in the future, continues to be of value in the accelerated society, moments of now are often perceived as the least important and the easiest to manage without.

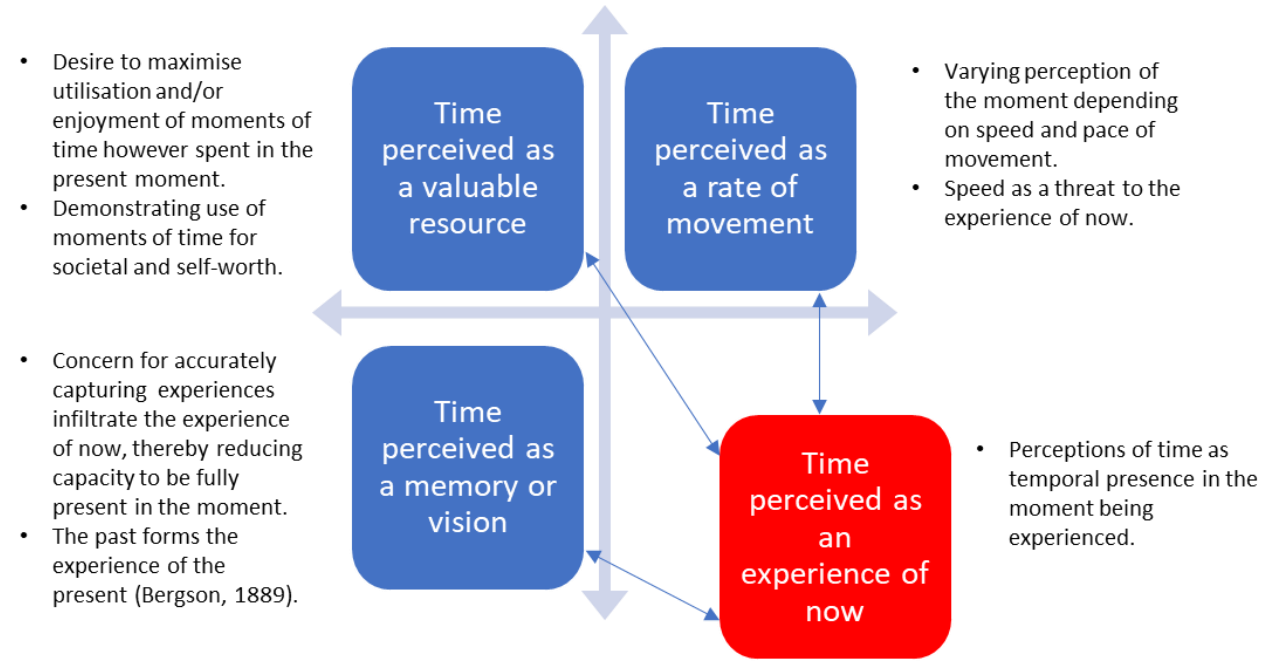

Figure 66 Links between CPT and perception of time as an experience of now

5.2.4 Time perceived as a memory or vision

Literature suggests both that individuals have a natural tendence towards focussing predominantly on either the past, the present or the future at any particular moment in time (Hammer, 2011; Wittmann, 2017; Zimbardo and Boyd, 1999) but also that all temporal orientations; past, present, future, can be experienced concurrently (Bergadaa, 1990). The findings of this research further suggest most CPT are not linear, simply progressing from the past to the future via the present in an orderly structure and nor do most customers have one view or experience of time which remains the same in all situations. The findings also demonstrate CPT are multi-faceted, continually evolving and somewhat haphazard. Evidenced by their descriptions of past experiences, all customers are concurrently looking backwards to the past, forwards to the future while experiencing the present. Perceptions of time are both segregated by customers into these categories but also lived simultaneously, experienced and recalled in any one moment. The extent to which the customer is fully experiencing the present, as opposed to looking backwards or forwards through time explains much of what it means to live in the accelerated society today. Section 4.2.3.1 Customer complaining experience, for example, on page 165, demonstrates the role of customers' reflection on the past in both current and future behaviour.

5.2.4.1 Perception of time as a memory

When perceiving time as a memory, the findings of this research most closely align with Bergson's philosophical approach to time in understanding the role of the past as part of the lived experience of now (Bergson, 2001). A French philosopher of the nineteenth century, Bergson believed, controversially for his day, that the past is a necessary central component of experiencing the present (Ansell-Pearson, 2002). Using the context of listening to music, Bergson argued the past; immediate past, in the example of music, is vital in order to appreciate the succession of notes presented in a classical piece. The findings of this research reveal that customers' experience of the past is similarly brought with them into the present moment in order to experience now. Memories of recent disappointing experiences remain with customers in the present moment manifested as negative emotional responses (see section 4.4.5.1 Remembering complaints on page 187). CPT revealed from the findings of this research disclose that evaluation of experiences is perpetually ongoing via continuous comparison of all previous, and possible future, experiences by most customers. It is as if most customers are compiling a catalogue, which is metaphorically referred to, if accessible, via repeated reference to memory. Most hoteliers also confirm that customers will often cite past experiences for comparison with the current experience when discussing their disappointments in hotels.

5.2.4.2 Opportunity cost

Frequent references were made by many customers when recollecting their complaint experiences, to opportunity cost of time passed; both the permanent perishability of time and regret for what might have been. Post experience, most customers reflect and evaluate their temporal investments, in a similar way to the post-purchase of tangible products (Berry, 2000; Kotler et al., 2003), hoping to determine whether time, as money, had been spent wisely. Some customers demonstrate awareness that the benefit of hindsight might have resulted in an alternative and preferable experience to the actuality. This research supports the work of Read et al. (2016) and Chatterjee et al. (2016), both arguing that opportunity cost is particularly significant to customers when purchasing experiences as opposed to physical products. Again, the merging of CPT is evident here. Time perceived as a finite, perishable and valuable resource is of concern to customers when evaluating use of time past.

5.2.4.3 Transition from past to future

There is a strong link between customers' learning from the past and their expectations of what will occur in the future (depicted in Figure 67 overleaf as an ongoing cycle). The findings of this research confirm most customers believe past experience is a firm indicator and accurate predictor of future experience and this is widely accepted in marketing literature in the formation of customer expectations (Zeithaml et al., 2009). From their past experiences' customers are often confident in predicting what will happen in future. Many customers use phrases such as, "*if x happens, then y will occur*", or, "*if I do x, they will do y*". CPT focused on the future are dominated by looking beyond the immediate or current experience to the next stage or series of activities planned. In advance of an experience in a luxury London hotel, customers form temporal expectations regarding what they expect to happen and when. Expectations are influenced by a wide range of sources such as marketing content (Parasuraman et al., 1991), reviews (Krishnamurthy and Kumar, 2015) and others' recommendations (Shen, 2014). This research finds that for many customers, their own past experience contributes to the formation of temporal expectations, thereby demonstrating the symbiotic relationship of temporal states. For example, customers expect to check-in at a certain time, that certain activities will take place at particular times and how long they expect for their requests to be fulfilled. Where these expectations are met, according to the temporal rules envisaged by the customer and sometimes explicitly communicated by the hotel, there is minimal dissatisfaction. Additionally, the findings of this research reveal the temporal advantages of the past as a facilitator of speed and avoidance of mistakes and of preferable experiences.

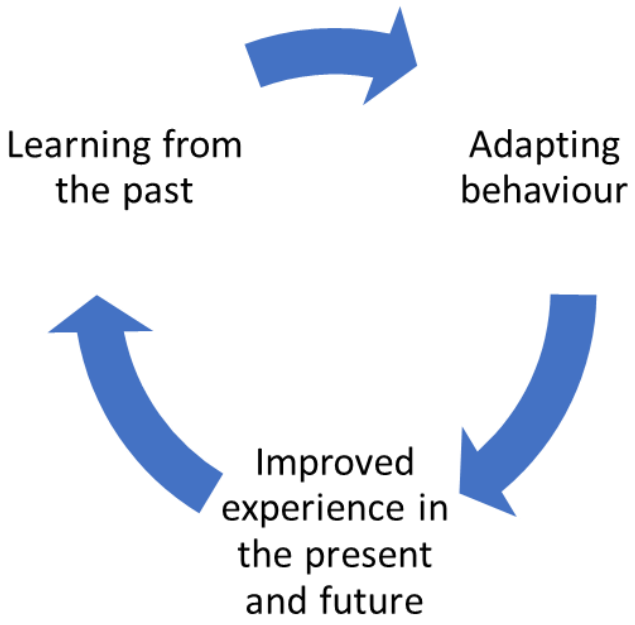

Figure 67 Cycle of customer learning from the past in order to improve experience in future

5.2.4.4 Digital footprint

Many customers' concern for their digital footprint is a fitting example of customer vision for the future impacting upon CB in the present (Golder and Macy, 2014). Still in its nascent stage of research, there is little (but growing) literature regarding this phenomenon. Some customers' concern for their future portrayal on SM and how this might negatively impact them, was revealed via this research. Chen et al. (2019) find that increasing numbers of organisations have the capacity to carry out customer profiling as a result of customers' digital footprints publicly available online. Indeed, in support of Chen et al. (2019) this research found that customers expressing concern regarding their digital footprint are correct to believe hotels form judgements about them prior to arrival. Some of those hoteliers interviewed explained ways in which they perform internet searches of incoming guests in order to identify their online profiles, via platforms such as LinkedIn for professional status and Twitter for number of followers. Although most hoteliers profess that carrying out such profiling is motivated by a desire to personalise service, the negative impact of such market research on customers with less desirable SM profiles requires further research.

5.2.4.5 Temporal Learning

CPT as a memory or vision culminate as temporal learning for customers in consumption experiences. The findings of this study reveal that customers metaphorically collect memories in order to use and adapt these for the purposes of temporal efficiency in the present and future. Customers reflect on the past in order to maximise temporal utility, increase pleasurable yield from time and with a view to minimising future disappointments or repeating unpleasant experiences. The past plays an important comparative role for customers in the evaluation of what is expected and considered enjoyable. There is also some awareness by customers that their behaviour in the present might have the potential to impact them in the future. As such, with increasing adoption of mobile devices for temporal benefit, customer concern for digital footprints is increasing. Predicting possible future outcomes can act as a control mechanism for customers to guard their own behaviour. However, increased speed of living reduces the capacity for such careful reflection.

5.2.4.6 Links between the customer perception of temporality as a memory or vision and the other three customer perceptions of temporality

Where time is perceived as a memory or vision the primary concern for customers is in both remembering past experience and in adapting behaviour in order to meet personal temporal values and/or gain temporal advantage in the present moment and in future (see Figure 68 overleaf). Accurate reflection is important to customers who prioritise capture of experiences in the moment via mobile devices, having greater faith in these than themselves, rather than in watching those experiences as they occur. Memories influence decision making and expectations regarding the present and future use of time. Appropriate speed evaluations throughout the experience of complaining are partly formed from past experience and predictions of what customers believe will occur in future. Additionally, this research finds that past experiences are integral to consumption in the present moment.

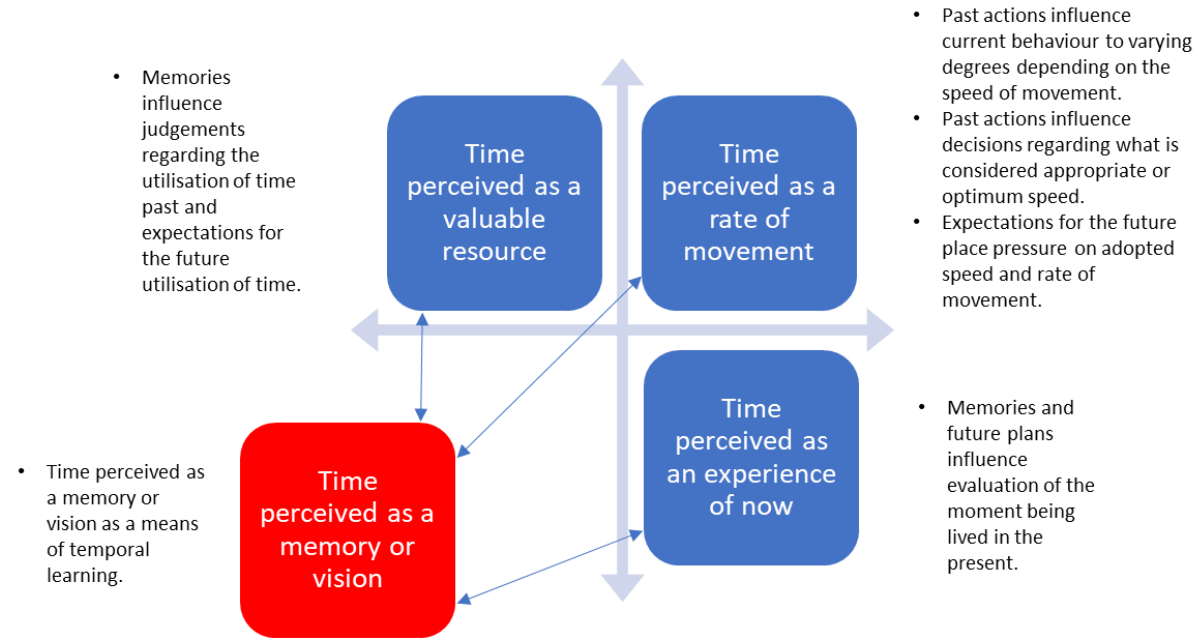

Figure 68 Effect of the dominance of CPT as a memory or vision on other CPT

5.2.5 Summary of customer perceptions of temporality

Four CPT have been revealed in this study, each exposing a range of customer temporal priorities in consumption experiences (shown in Figure 69 overleaf). When perceived as a valuable resource, temporal pressure arising from a desire to utilise time wisely, both for pleasure or utility, dominates customer concern. When perceived as a rate of movement, temporal speed takes priority and/or becomes more noticeable, whether fast or slow. The most vulnerable CPT in the accelerated society is that of the experience of now because it is dominated by the other three CPT. The capacity for customers to achieve temporal presence, while attempting to maximise yield from units of time, move at speed between activities and also reflect in order to learn from the past and predict the future, is reduced. CPT as an experience of now, when realised, lead to increased temporal presence. When perceived as a memory or vision, CPT prioritise temporal learning. In each of the four CPT, the adoption of mobile devices and SM platforms are viewed, sometimes mistakenly, by customers, as providers of temporal solutions, therein explaining widespread adoption by all customers interviewed for this study. Digital technologies appear to; facilitate reduced temporal pressure by performing activities more quickly, to aid optimum speed by enabling simultaneous activities to be carried out, to enhance the moment of now by capturing or providing entertainment in it, and to increase learning by providing a tangible record of experiences. Knowledge of CPT provide insight regarding the

temporal priorities and behaviours of customers as they enter complaint experiences, discussed in the following sections.

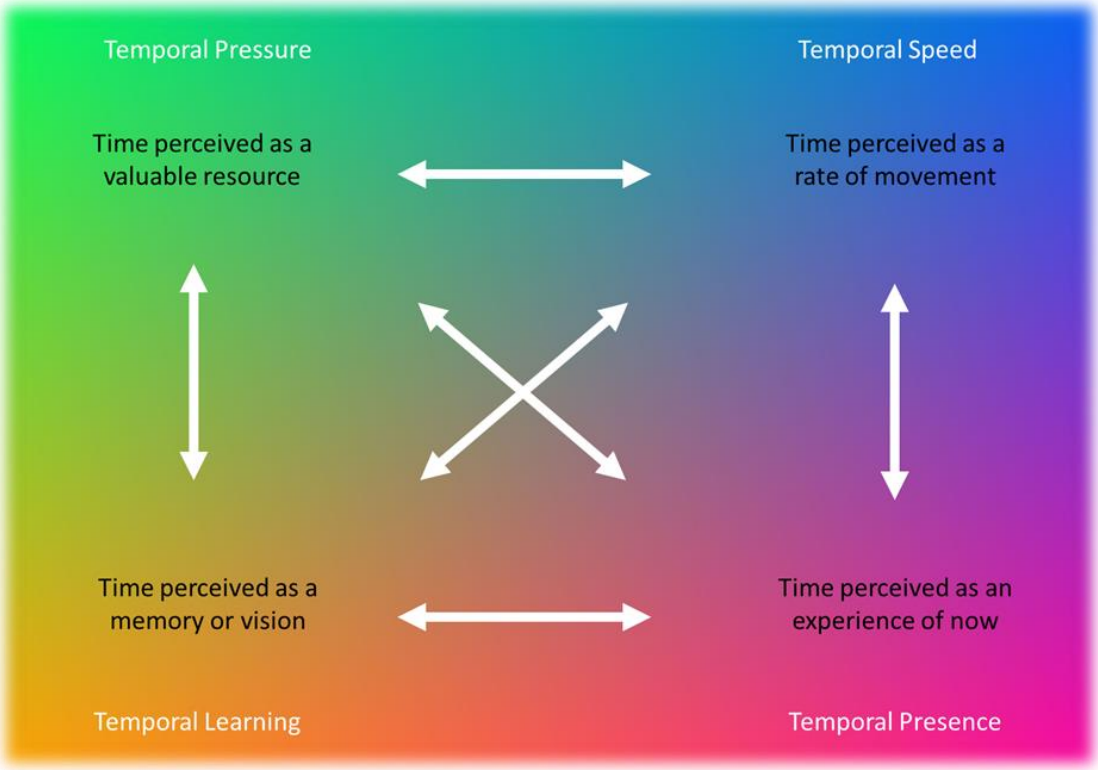

Figure 69 Summary of customer perceptions of temporality

5.3 Customer perceptions of temporality in contemporary customer complaint behaviour

The previous section of this chapter discussed four CPT revealed via this research. This section further develops knowledge of those four CPT within the field of CCCB. Knowledge of CCB is extensive (Abney et al., 2017; Singh and Wilkes, 1996; Tax et al., 1998). However, literature regarding the applicability of temporality in CCB is sparse. Moreover, understanding of evolving CPT, such that they are contemporary, have scarcely been applied in the field of CCB. The contemporary customer today is living in a vastly different world than that of the 1970's (Gunarathne et al., 2017; Ma et al., 2015); a period of history which saw the foundation of much of CCB seminal literature (Davidow, 2003; Evanschitzky, 2011; Singh and Wilkes, 1996). As knowledge of CCB has evolved, the role of temporality in the incorporation of the increasing use of SM by customers (Abney et al., 2017; Gunarathne et al., 2017) as a method to complain, remains to date, largely overlooked. Each of the four CPT are

integral throughout all stages of the complaint process and applied in the context of CCB using SM in the following sections of discussion.

Figure 70 overleaf depicts the permeation of the fluidity of CPT in the context of CCCB. This research reveals that CPT influence and are critical to CCCB. When time is perceived as a valuable resource in complaining, the temporal pressure to achieve optimal utilisation of time, however a customer deems that should be, concerns the temporal consumption of time in CCB. Cost-benefit customer assessment of the temporal cost versus the temporal benefit of complaining is a term derived from CCB literature and the findings of this research reveal it to be an apt term to apply CPT as a valuable resource in CCCB. When time is perceived as a rate of movement in complaining, temporal speed preference; how quickly or slowly it will take to complain/receive a response and/or outcome, for example, becomes dominant for the customer throughout the complaint process. When time is perceived as an experience of now, situational circumstances of the moment being experienced are central to complaining. Temporal presence fluctuates throughout the experience of complaining. When time is perceived as a memory or vision, a customer's temporal orientation, whether past, present or future, dominates CCB and perceived likelihood of success in complaining. Double-headed arrows demonstrate that all of the CPT impact and influence each other continually.

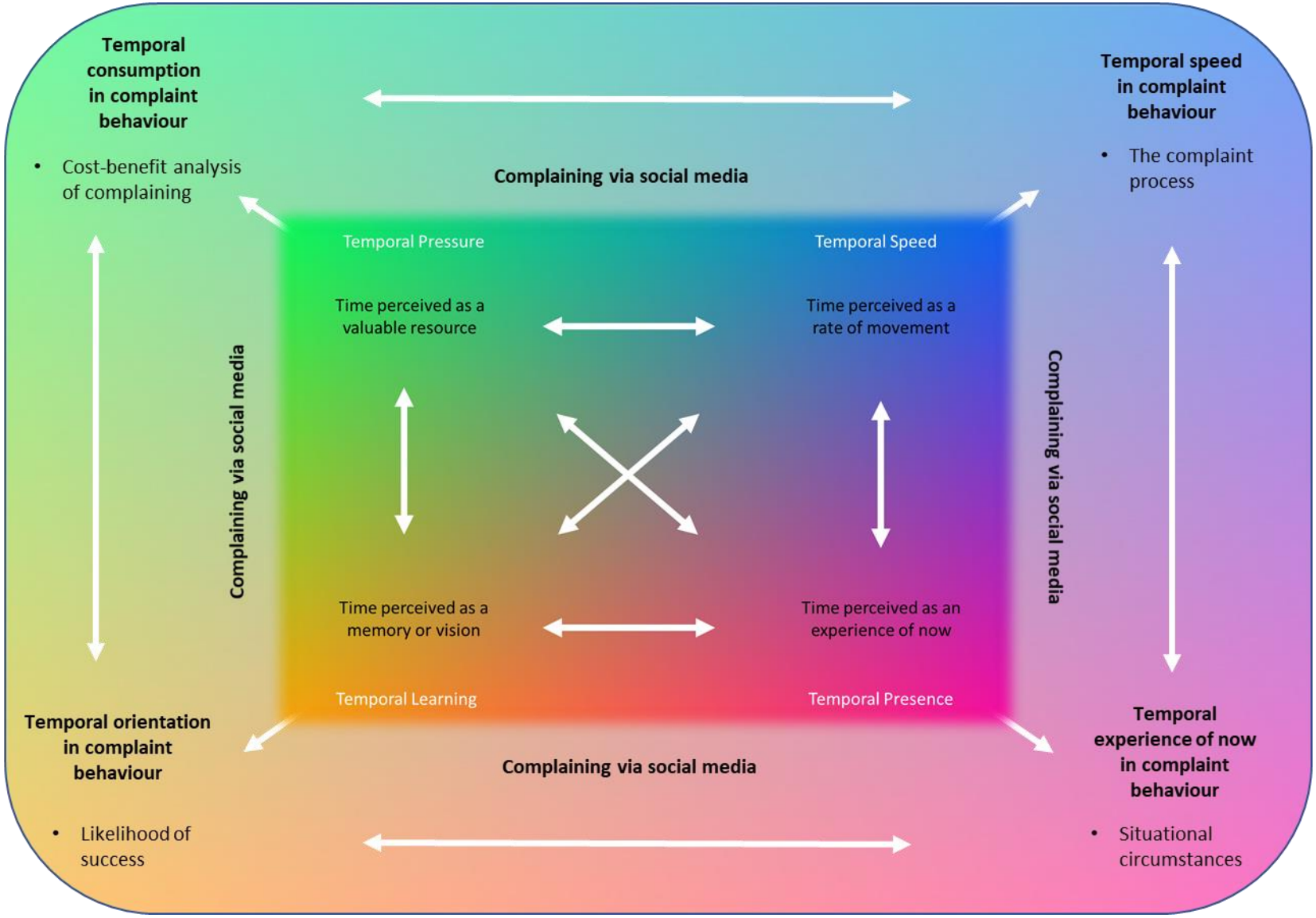

Figure 70 Influence of customer perceptions of temporality in contemporary customer complaint behaviour

5.3.1 Customer perceptions of temporality as a valuable resource: Cost-benefit analysis of complaining

Section 5.2.1.8 (page 237) discussed customer perceptions of time as a valuable resource manifested as temporal pressure (Dodd and Wajcman, 2017; Kleijnen et al., 2007; Vostal, 2014; Wajcman, 2019). The present study establishes that temporal pressure customers perceive, to varying degrees, extends to the context of CCCB. Whether visiting a luxury London hotel for business or pleasure, when perceived as a valuable resource, CPT lead customers to feel temporal pressure to utilise time wisely when complaining. What constitutes, "wisely", is, as the perception of temporality, subjective (Dickinson et al., 2013).

5.3.1.1 The temporal cost of complaining

Much of literature argues a customer's decision to complain centres around a cost-benefit analysis (Andreassen and Streukens, 2013; Bolkan, 2018; Chelminski and Coulter, 2011; Fan and Niu, 2016; Harris and Russell-Bennett, 2015; Hogreve et al., 2017; Kowalski, 1996; Mei et al., 2019), although not necessarily an explicit temporal cost. When perceived as a valuable resource, the use of time to complain represents a temporal investment for customers (Huppertz, 2014). Although customers vary in the amount of available time they have (Wajcman, 2014), the decision to complain constitutes temporal risk for all (Goudarzi et al., 2013; Munichor et al., 2006). Predictions may be accurate but any proposed CCB represents an unknown yield, if any, from time (Chebat et al., 2005a) to customers. Harris and Russell-Bennett (2015, p828) identified that one of the reasons customers decide not to complain is a belief that their actions will be, "*fruitless*". Indeed, the majority of customers interviewed in this research similarly acknowledged their own constant questioning of whether complaining was, "*worth it*" and that a personal appraisal often took place, regarding whether or not to complain, for each separate negative experience. None of the hoteliers interviewed for this research however, acknowledged the temporal investment required by customers to complain. There was very little appreciation evident, among any hoteliers interviewed, that complaining constitutes a temporal risk for customers and they were more likely to comment that complaining customers had time to spare, rather than time under pressure.

5.3.1.2 Multiple temporal investments

Many CCB authors (Gregoire et al., 2015; Hirschman, 1970; Istanbulluoglu et al., 2017; Mattila and Wirtz, 2004; Mei et al., 2019) have presented chronological stages of complaining. Figure 71 overleaf depicts the salient temporal elements of the complaint process, as revealed via this research. The use of circles and arrows is to illustrate that the process of complaining is not linear but in continuous motion, either progressing to the next stage or reverting to a previous one. In support of Cai and Chi (2018) and Dixon et al. (2010), the study finds that for most customers, complaining does not require one temporal investment but several, often on more than one occasion, throughout the complaint process. Accordingly, the results of this study indicate that many customers' decision regarding whether or not to make the temporal investment required to complain does not take place only once but continues throughout the complaint process.

Even after having made a complaint, but prior to response and/or resolution being received or achieved, some customers interviewed for this research describe abandoning their complaint attempts. Although there may have been some catharsis experienced (Harris and Russell-Bennett, 2015; Kowalski, 1996), despite the potential waste of not achieving the hoped-for outcome, the temporal investment already made is written off by the complaining customer. CCB literature is rich regarding customer defections following disappointments (Goudarzi et al., 2013; Hirschman, 1970; Istanbulluoglu et al., 2017) but not while in the process of complaining itself. In contexts other than complaining, some authors (Batt and Terwiesch, 2015; Janakiraman et al., 2011) have researched customer abandonment after having begun a process, such as queueing, prior to hoped-for-outcome being realised.

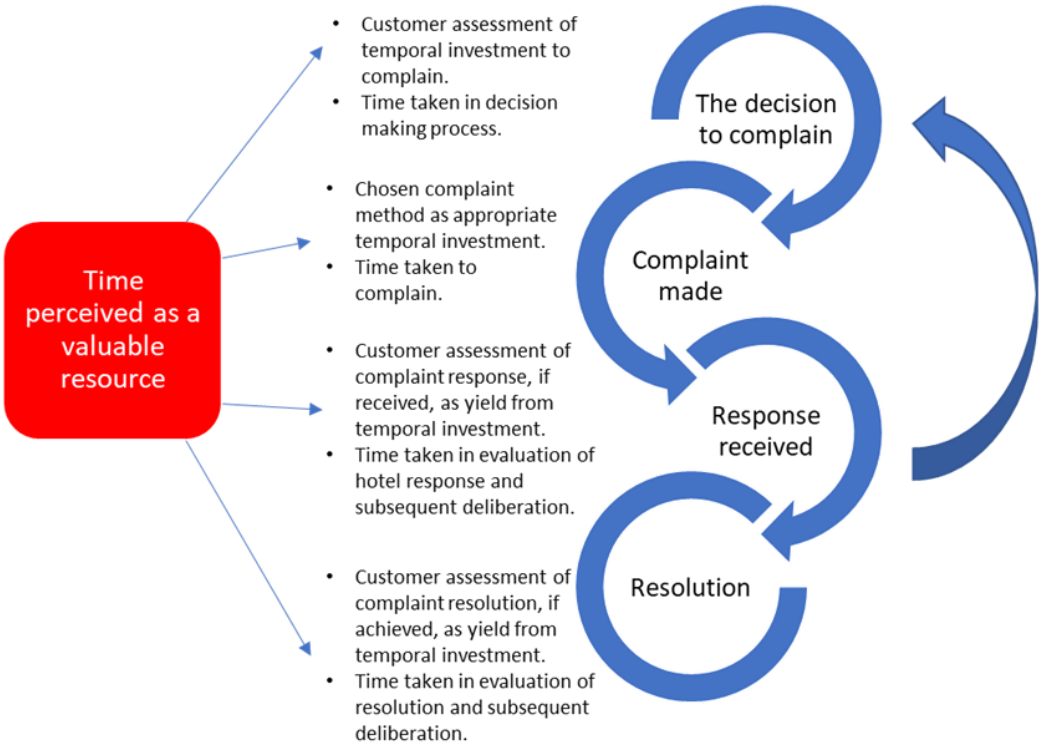

Figure 71 Influence of time perceived as a valuable resource in the complaint process

5.3.1.3 Temporal benefit of complaining

CCB literature identifies a wide range of motivations for customers to complain (De Matos et al., 2012; Kowalski, 1996; Mattila and Wirtz, 2004), and to do so via SM (Abney et al., 2017; Gunarathne et al., 2017; Mei et al., 2019). The findings of this research reveal that many such motivations have an identifiable temporal benefit. The temporal benefit of complaining, for example, might be in order to improve the experience of now (Yen, 2016). The temporal benefit of complaining via SM might be in order to consume less time in the act of complaining (Abney et al., 2017). Researchers frequently cite complaining customers' focus on the outcome (Andreassen and Streukens, 2013; Ang and Buttle, 2012; Bacile et al., 2018) of his or her complaint. This research finds that when time is perceived as a valuable resource, customer focus on the outcome or goal of the complaint is an important motivator for customers leading them to believe the temporal investment required is worthwhile. However, the influence of other CPT; to act at speed, for example where time is perceived as a rate of movement, might be such that the customer's decision of whether or not the temporal investment to complain is necessary, might not be carefully considered. All hoteliers interviewed believe customers complain seeking

benefits, examples include; to rectify a situation (Balaji et al., 2015), compensation (Alrawadieh and Dincer, 2016), or to feel better (Chen and Gao, 2019) but do not articulate any complaint benefits as temporal.

5.3.1.4 The temporal cost of achieving complaint success

A successful complaint, from the perspective of the customer, is defined as one achieving the customer's hoped-for-outcome of the complaint (Abney et al., 2017; Balaji et al., 2015; Blodgett et al., 2015; Fornell, 1984). Ironically, this research finds that from a temporal perspective, where achieving resolution constitutes a return visit to a luxury hotel, this often requires additional temporal investment from customers. None of the hoteliers interviewed for this research revealed any appreciation or empathy for the temporal cost to customers in recouping complimentary compensation to their complaints. One customer interviewed (Polly), for example, implies that she believes the suggested compensation for her complaint (two glasses of complimentary champagne) do not justify the estimated costs, temporal and monetary, required for her to take a return trip to London to recoup them (see Section 4.5 Time spent making a complaint on page 190). As a result, Polly was not satisfied with the response to her complaint from the luxury London hotel. Literature has under-researched both the costs, temporal and monetary, of accepting complaint compensation or what proportion of customers do not accept such compensation for these reasons. This research finds that it is important for hoteliers to understand the temporal implications in achieving complaint resolution as determined by the disappointed customer, in order to achieve such resolution.

5.3.2 Social media and temporal consumption in contemporary customer complaint behaviour

5.3.2.1 Complaining via social media increasing yield from time

Compared with alternative methods (in person, telephone, and letter), use of SM as a method to complain is widely believed to consume less time (Abney et al., 2017; Gunarathne et al., 2017; Huppertz, 2014). CCCB literature acknowledges that customers perceive use of SM to complain, is quicker than other methods (Crijns et al., 2017; Ma et al., 2015). SM to complain might be considered quicker by customers because it is believed to elicit a faster response (Gunarathne et al., 2017). Similarly,

SM is quicker because complaining can be carried out immediately, without waiting to make a complaint, such as one might waiting in a queue at hotel reception (Abney et al., 2017). The findings of this research determine that where time is perceived by customers as a valuable resource, most customers, and hoteliers, believe using SM to complain is quicker; but here, in the sense that the act of complaining will consume less temporal investment than using other methods. Firstly, the physical act of typing a complaint on a SM platform, via a mobile device consumes relatively little time, therefore representing efficient utility from time. Secondly, in using SM, additional elements of the complaint process, such as following up on a response via one's own device, also consume less units of time. Further, use of SM to complain enables customers to increase utility from time by allowing them to perform other activities immediately after pressing, "send", on their mobile devices, such as while waiting for a response or resolution. Finally, SM increases temporal utility by doubling yield from units of time by enabling simultaneity of actions, such as complaining while eating in a hotel restaurant.

5.3.2.2 Complaining via social media decreasing yield from time

Conversely, this research also finds that use of SM as a method to complain sometimes increases temporal investment. Contrary to customer perceptions of time-saving, in using SM to complain, the overall consumption of time might be increased. In describing his own experience, Roger for example, who prefers TripAdvisor as a method to complain, outlines a range of concerns he has in writing what he considers to be balanced and fair complaint reviews; thereby increasing his typical temporal investment. Further, the empirical findings illustrate that in using SM to complain the number of interactions between the customer and the hotel might cumulatively consume more time overall, than traditional complaint methods. Complaining in person for example, where resolution is achieved immediately, might consume little time. However, complaining via SM might not receive a response for several days and require several further temporal interactions, each with a temporal cost to the customer. Although some authors recognise SM use as a temporal absorber (Bittman et al., 2009; Gleick, 1999) and consumer of time (Erickson and Mazmanian, 2017; Tomlinson, 2007; Rosa, 2017), in the context of CCCB, to date, research has scarcely acknowledged the extent to which complaining via SM consumes more of customers' time than traditional methods. The findings of this research also reveal that nearly all participants interviewed had already complained via an alternative method before using SM, regarding the specific complaint about which they were interviewed,

immediately duplicating temporal investment. Most hoteliers express temporal frustration regarding complaints made on SM, as they too recognise the increased temporal investment of responding to complaints made on SM, versus those made in person.

5.3.2.3 Multiple complaint making

There is extensive existing literature regarding double deviation (Bacile et al., 2018; Balaji et al., 2015; Evanschitzky, 2011; Gregoire et al., 2015), where customers complain due to dissatisfaction with complaint responses. Often, it has been argued SM is adopted for reasons of extreme frustration following customer disappointment with complaint handling (Gregoire et al., 2009; Sparks and Browning, 2010). Notably, this study found that nearly all customers interviewed had complained via an alternative method prior to using SM to complain and were dissatisfied with the outcome. Most participants stated that their first preference would be to complain in person while at the luxury London hotel. In providing justification for initially complaining in person, many customers cited fairness to the hotel as a motivation to do so. Frequently, customers used phrases such as, "*give them a chance*", or, "*an opportunity*", for the hotel to achieve satisfactory resolution, prior to bringing, "the whole world to it", perhaps simply wanting to appear reasonable during interviews. However, there appears to be a contradiction between the perceived temporal benefits of using SM, such as consuming less time, and the duplication of complaining making, consuming more time. The nascent use of SM as a method to complain might explain duplication of complaint making or suggest temporal benefits extend to other CPT beyond that perceived as a valuable resource.

5.3.2.4 Links between the customer perception of temporality as a valuable resource and the other customer perceptions of temporality in contemporary customer complaint behaviour

Where time is perceived as a valuable resource, the desire to consume less time in complaining, influences other temporal decisions (see Figure 72 overleaf). For example, appropriate speed in the complaint process is determined by seeking maximum utility from time. The experience of now is influenced by customer evaluations of optimum enjoyment and temporal yield from utility from individual units of time. Perceptions of time as a memory enable time to be invested wisely in the

present and decisions made regarding how time should be managed in future complaint making decisions. Despite the previously discussed possibility of increased consumption of time in using SM to complain, this research finds that all customers interviewed believe SM to be a facilitator of increased temporal yield from time when perceived as a valuable resource.

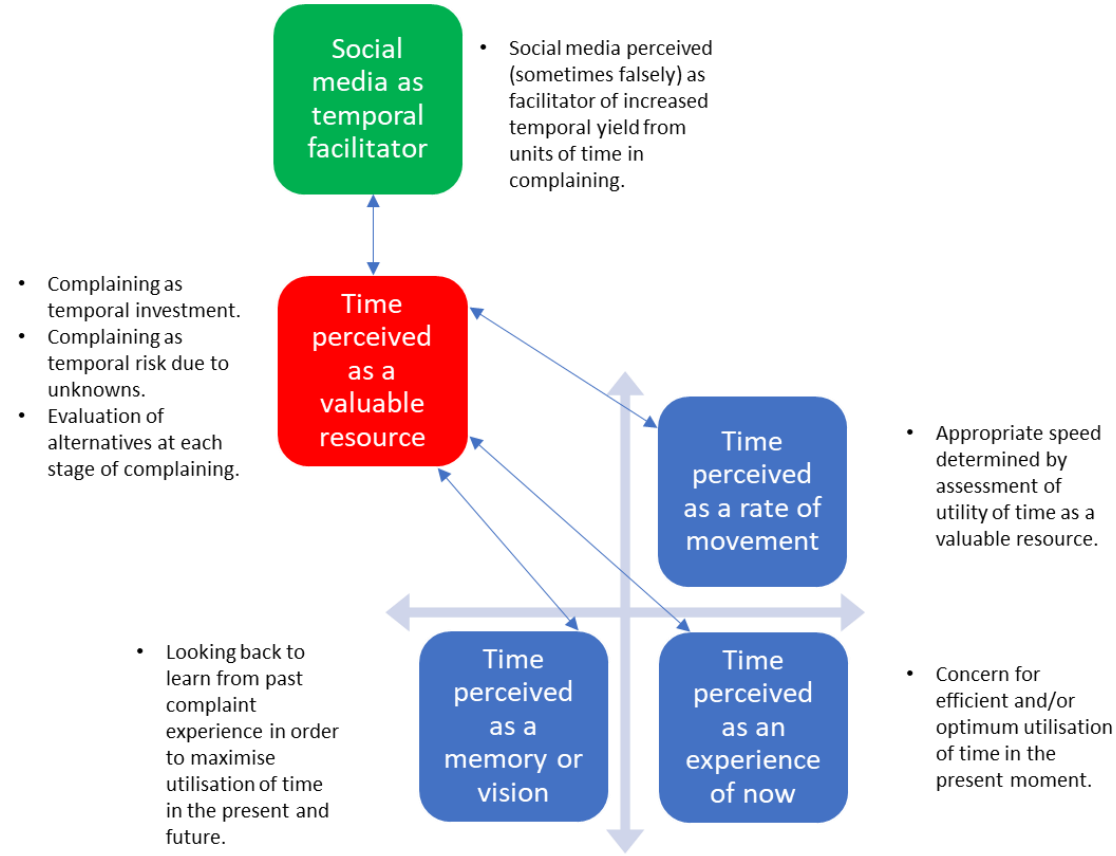

Figure 72 Links between CPT and time perceived as a valuable resource in CCCB

5.3.3 Customer perceptions of temporality as a rate of movement: The complaint process

When perceived as a rate of movement, the speed with which such movement takes place and/or is perceived by customers, is critical throughout the experience of complaining (see Figure 73 overleaf). From the initial deliberation of whether or not to complain, to the point at which the customer decides either to repeat his or her complaint, to give up, or that the situation is resolved, movement from one temporal point to another, is integral throughout the process of complaining. Where time is perceived as a valuable resource, the decision to complain concerns customers'

estimation of the temporal investment required. In contrast, where time is perceived as a rate of movement, the decision to complain becomes an action (verb) rather than an investment (noun). Consequently, in an accelerated society (Kristensen, 2018; Wajcman, 2014; Wittmann, 2017) where many customers are experiencing everyday life at speed (Husemann and Eckhardt, 2019), and are eager to progress as quickly and efficiently as possible to the next item on his or her agenda, this research finds that the decision to complain impacts and interrupts such progression. Although not every customer is in a rush or feels temporal pressure for fast speed, all customers interviewed for this research reveal that they would prefer not to have their plans changed as a result of disappointments experienced and/or the need to complain arising.

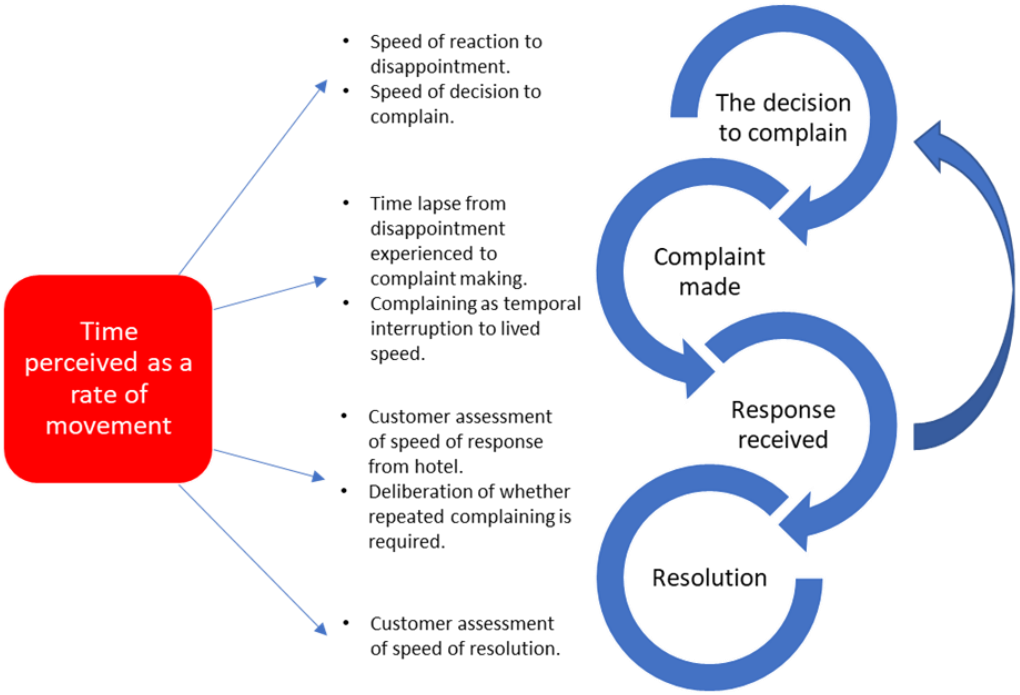

Figure 73 Influence of time perceived as a rate of movement in the complaint process

5.3.3.1 Complaint making as temporal interruption

Complaining by whatever method represents temporal interruption to lived speed and planned activities, which can be frustrating for customers (Dodd and Wajcman, 2017; Tronvoll, 2010). In the context of CCCB, existing research acknowledges that both disappointments and complaints are frustrating (Susskind, 2015), time-consuming (Hogreve et al., 2017) and unanticipated (Bacile et al., 2018; Tripp & Gregoire, 2011). When perceiving time as a rate of movement in complaining and allowing for differences in speed preferences among customers, this research reveals that all

customers' temporal priority is to move to the next stage of the process as efficiently as possible and with as little interruption as possible. Further, this research identifies that where time is perceived as a rate of movement, all stages of the complaint process represent temporal interruption to such movement. Accordingly, this research extends the applicability of the work of Sharma (2017) regarding temporal momentum and Wajcman (2014) concerning the accelerated society in the context of CCCB. All hoteliers interviewed also view complaint handling as temporal interruption for themselves and their staff, although rarely acknowledge this from the customer perspective. Rather, hoteliers reveal little sympathy or empathy for customers who have, "*chosen to complain*" and nor do they acknowledge that this constitutes temporal interruption for those customers.

5.3.4 Social media and temporal speed in contemporary customer complaint behaviour

5.3.4.1 Complaint making speed

This research reveals that in complaining quickly, many customers seek to minimise temporal interruption. CCCB research acknowledges the speed with which customers have the capacity to complain has increased due to SM (Van Meter et al., 2015). Sharma (2017) identifies that behaviour can become as fast as a reflex action when living at fast pace and Abney et al. (2017), that customers are now able to complain, via SM in real-time. Similarly, some literature argues customers react more quickly to disappointment (Cai and Chi, 2018) but not directly associating this with accelerated living (Wajcman, 2014). For some customers, although a minority, this study reveals, complaining via SM is performed at such speed, complaints are made impulsively and with very little conscious decision-making taking place. However, the present study also conversely finds the opposite that complaining via SM sometimes facilitates more measured, and less impulsive complaint making than complaining in person. Some customer participants of this research explained that they instil self-imposed regulation and editing of their own SM posts, including complaints, in order to ensure the content is not inflammatory or derisory, which they could not do in vocal complaint making, for example. This research also identifies a wide range of lead times between disappointments experienced and complaints made. In using SM to complain, some customers still wait significant periods of time to post their complaints on public platforms. Some hoteliers explained receiving complaints up to a year after

the customer had experienced the disappointment about which he or she was complaining.

5.3.4.2 Response speed

Waiting for a response to a complaint, regardless of complaint method, also constitutes temporal interruption. CCCB literature refers to speed of response to complaints as, “timeliness”, (Davidow, 2003) and acknowledges this to be an important measure of effectiveness in complaint channel choice for customers (Mattila and Wirtz, 2004; Sparks and Browning, 2010; Susskind, 2015). SM is widely perceived, by complaining customers, to be a facilitator of an increased speed of response (Abney et al., 2017). This research similarly finds that customer perceptions of both increased likelihood of receiving a response and the speed with which such a response is received, to be motivators for many customers to use SM to complain, although not necessarily actualised. Similarly, the majority of hoteliers interviewed for this research explain that they are aware of the need for prompt acknowledgement of receipt of complaints, made via SM, to customers. However, the current study finds evidence that for some customers, speed of response is not a priority when complaining via SM. Findings here reveal that it is not necessarily either the speed of response, the overall outcome of their complaint or the speed with which it is resolved, that is uppermost in the minds of most customers when they choose to complain via SM. Rather, it is the speed with which he or she is able to return to planned activities, minimising temporal interruption in the present moment, that is of most concern, and facilitated by SM use. Further, SM use to complain, enables customers to progress with other activities in the meantime, while waiting for a response to a complaint, duplicating yield from time, perceived both as a valuable resource and rate of movement here.

5.3.4.3 Speed of resolution

Widespread CCCB literature recognises the importance of fast resolution in CCB. Also termed, “service recovery speed”, many authors argue this to be a significant contributor to adoption of SM as a method to complain (Alrawadieh and Dincer, 2017; Fan and Niu, 2016; Gunarathne et al., 2017; Hogreve et al., 2017; Maxham and Netemeyer, 2002; Mei et al., 2019; Min et al., 2015; Xie et al., 2017; Yen and Tang, 2015). In support, most customers interviewed for this study used SM to complain,

in the belief that doing so, would increase the likelihood of, what they consider to be, a favourable response. Prior research refers to speed of complaint handling (Goudarzi et al., 2013; Stevens et al., 2018; Sugathan et al., 2018) but not precisely how, "handling", is defined. Other scholars argue customers are more interested in a satisfactory outcome to a complaint than a speedy one (Dixon et al., 2010; Hogreve et al., 2017). Certainly, all hoteliers interviewed, supported this view, that thorough investigation of complaints took priority over speed of resolution. Most customers interviewed understood the need for hotels to investigate their complaints and were more likely to comment negatively regarding suggestions of doubt regarding their integrity, rather than speed of response in this regard.

5.3.4.4 Wasted time as the enemy of speed

Similarly, when perceived as a rate of movement, time which is perceived as not being used to progress from one point in time to another constructively, causes some customers frustration in the context of CCCB. Although there are many research papers on the subject of wasted time, none of these are specifically in the context of CCCB (Baranishyn et al., 2010; Kajdan, 2008; Zanjani et al., 2016). Throughout data collection of this research, synonyms of waste, such as, "*pointless*" and, "*superfluous*", were often used when referring to actions which neither appeared to achieve the customer's desired results, nor contribute to them. Where customers can foresee potential wasted time in complaining, all of those interviewed, make efforts to avoid this, such as asking to speak to "*the manager*", rather than complaining immediately to a frontline employee, believing this to be wasted time. However, even if the desired outcome was not achieved, wasted time might not necessarily be experienced by the customer if an alternative, unforeseen outcome resulted in some form of benefit to the customer. The capacity to vent frustration, for example, might not in itself constitute a desired outcome of a complaint but provides the benefit of catharsis (Harris and Russell-Bennett, 2015; Kowalski, 1996; Mattila and Wirtz, 2004; Sparks and Browning, 2010). Additionally, if a customer has the option to utilise time wisely and is able to carry out another activity while waiting for a response to a complaint or have an additional, perhaps unplanned, positive experience in the meantime, time has not been wasted. Hoteliers also articulated their perception that many customers living in the accelerated society seek to avoid wasted time and have less patience when required to wait.

5.3.4.5 Complaining during consumption

The capacity for SM to minimise temporal interruption of complaint making is such that customers increasingly complain during consumption, while the disappointment is actually taking place, or very soon after, rather than waiting to complain later (Abney et al., 2017; Barasch and Tonietto, 2017; Fan and Niu, 2016; Gunarathne et al., 2017). A few customers (three) interviewed for this research revealed they had posted a complaint to a SM platform while in a luxury hotel; whether resident or non-resident, such as dining in the restaurant or while experiencing a spa day, for example. Similarly, many of the hoteliers interviewed for this research articulated their perception that increasingly, customers make complaints using SM while in situ in their luxury hotel. Resultantly, such hoteliers describe an operational and logistical, as well as temporal, challenge in locating those disgruntled customers while in the hotel, seeking to resolve any issues, as soon after the complaint is made as possible, and prior to its spread to a wider, public audience online.

5.3.4.6 Customer belief that use of social media to complain will reduce repetition of complaint making

Repeated complaint making of the same complaint represents multiple temporal interruptions and temporal investments, and is detrimental to customers wanting to progress at speed through an impromptu or planned itinerary. Cai and Chi (2018) and Dixon et al. (2010) establish, being asked to repeat their complaints to several members of staff, aggrieves customers. Findings similarly confirm, a perception among most customers that complaining in a hotel in person usually requires customers to repeatedly make their complaint, thereby making SM more attractive in the belief that this method minimises repetition. However, the present study further finds, making a complaint via SM often requires repetition, such as being asked to send a direct message on Twitter in addition to the initial complaint tweet. Some customer participants reveal that their motivation to use SM as a method to complain is mistakenly based on the belief that doing so will eliminate the repetition of complaint making.

5.3.4.7 Public audience of social media as a facilitator of faster speed of response to complaints

The speed with which complaints can be communicated to others is a central characteristic of complaining via SM (Abney et al., 2017; Kavada, 2012; Mei et al., 2019). Similarly, authors describe the rapid dissemination of complaint messages enabled via SM platforms (Istanbulluoglu et al., 2017; Yen and Tang, 2015). This research finds widespread awareness among all customers interviewed, of the public audience of their complaints made via SM, although one participant mistakenly believed complaints made on Facebook were private. Certainly, the public audience of the internet is seen as a facilitator of increased speed of response and resolution among all customers interviewed for this research, and this is a significant motivator for customers to complain via this method. When SM as a method to complain first began to grow exponentially, the potential damage to the reputations of hotels was acknowledged as a significant characteristic (Blodgett et al., 2015; Gregoire et al., 2009a; Sparks and Browning, 2010). Findings of this research confirm that most hoteliers remain keenly aware of the potential damage negative publicity can have on their reputations and that customers often use SM as a threat when complaining in person. However, this research also finds that some hoteliers' concern is diminishing over time as they believe SM use is less of a threat than previously feared.

5.3.4.8 Perception of access to higher levels of management

Susskind (2015) identifies customer frustration when complaining in hotels can sometimes be related to the challenge of finding someone, usually believed to be a manager, with sufficient authority to achieve his or her desired outcome. Certainly, power to respond to and resolve complaints is often discussed in the context of CCB (Cai and Chi, 2018; Dixon et al., 2010; Fan and Niu, 2016). More recent literature further acknowledges that it is not only in the hotel that empowerment of employees needs to take place but those operating corporate SM platforms (Fan and Niu, 2016; Gunarathne et al., 2017). This research finds, many customers interviewed believe use of SM as a method to complain provides immediate access to individuals with greater organisational power. Most customers believe there might be an, "*optimal person*", to complain to with greater power and authority to achieve the customer's desired result but the difficulty of identifying, at speed, such a person. Many customers described their perception that very often complaining to staff was

pointless and their belief that having complained, nobody took ownership or responsibility for solving the problem. Although hoteliers believe staff are sufficiently empowered to respond to complaints effectively in person, this is not the widely held view of customers interviewed.

5.3.4.9 Links between the customer perception of temporality as a rate of movement and the other three customer perceptions of temporality in contemporary customer complaint behaviour

When perceived as a rate of movement, CPT in complaining are concerned with perceptions of the passage of time from one moment to the next when complaining (see Figure 74 overleaf). Wanting to progress from one activity to the next in the context of CCCB, a desire for speed impacts upon the other CPT when complaining. Motivated by a desire to maximise utility of time, where time is perceived as a valuable resource, optimal speed, whether fast or slow, minimises wasted or unutilised time. When complaining, faster speed; of complaint making, of receiving a response and/or resolution, is perceived by all customers interviewed to be facilitated via SM as a method to complain. Similarly, speed in CCCB influences time when perceived as an experience of now by altering perception of the moment. When fast, speed reduces the capacity to be fully aware in the current moment; resulting in faster reactions to disappointment and the increased possibility of complaints made impulsively. By contrast, when slow, speed can cause frustration in the present moment due to perceptions of a lack of temporal progress, such as waiting or perceptions of empty or unutilised time, in complaint-making. Finally, perceptions of time as a memory influence speed of complaining such that past experience and learning from such, can help customers to complain more quickly in future. However, concerns for the future, such as a negative digital footprint, cause some customers to be more measured and careful in their complaints made on SM.

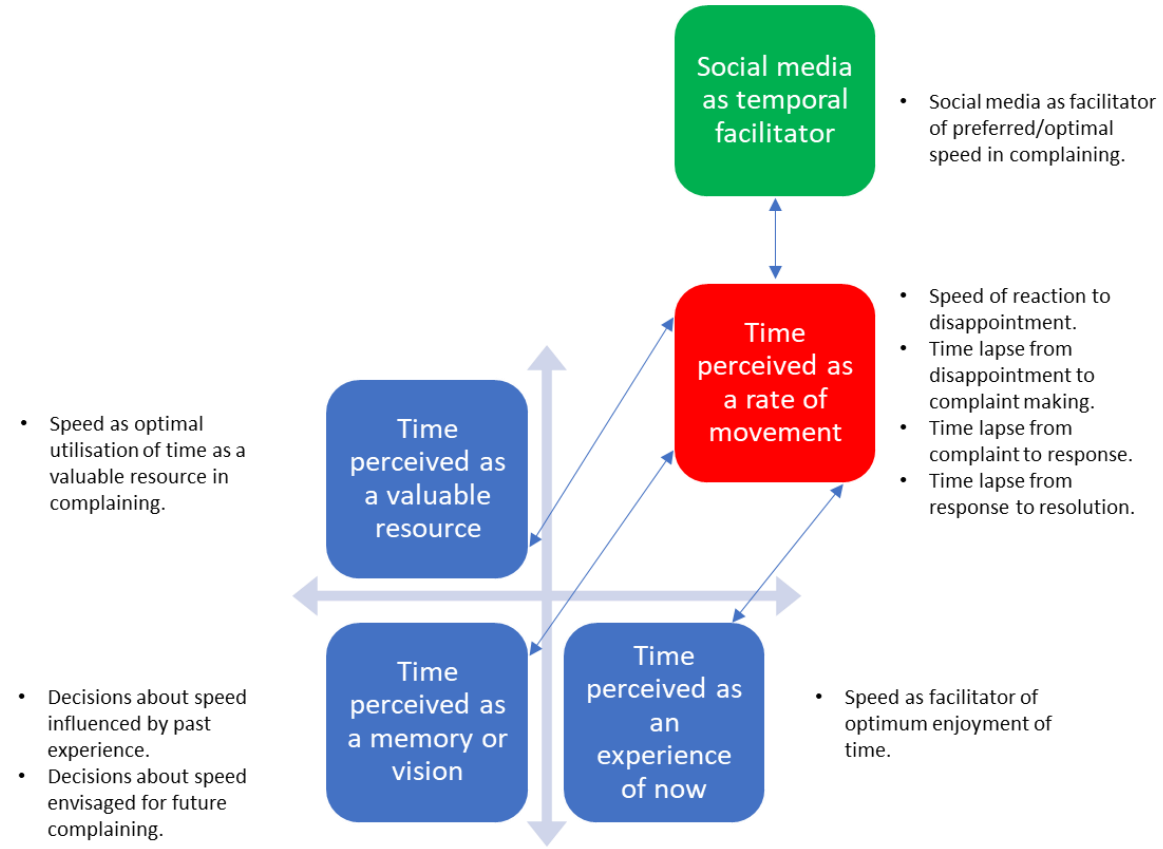

Figure 74 Links between CPT and time perceived as a rate of movement in CCCB

5.3.5 Customer perceptions of temporality as an experience of now: Situational circumstances

When perceived as a moment of now, temporal presence, identified in section 5.2.3.6 (page 248), describes the extent to which the customer is fully aware of that particular moment, as it is happening. Numerous moments of "now" occur throughout the complaint process (see Figure 75 overleaf). In recognising the importance of now, although not explicitly as an expression of temporality, much of CCCB literature details, "situational circumstances" as critical in CCCB. One of the primary motivations for customers to complain is with a view to improving the current disappointing situation (Abney et al., 2017; Balaji et al., 2015; Fornell and Wernerfelt, 1987; Hogreve et al., 2017). Authors agree that the specific characteristics of a situation contribute to subsequent CCB (Evanschitzky, 2011; Fisk et al., 2010; Gregoire et al., 2015). From a temporality perspective, a situation experienced, with whatever specific or unique circumstances, represents a perception of time as an experience of now.

An experience of disappointment is the temporal point at which an experience of now, unusually, takes priority over the other perceptions of temporality. Each moment of now is at the mercy of the other CPT because it is the most difficult of all the perceptions to perceive and acknowledge. Indeed, where time is perceived as a valuable resource, now is concerned with maximum utility of time. Where time is perceived as a rate of movement, now is concerned with movement to subsequent moments in time. Where time is perceived as a memory or vision, now is concerned with reflecting on the past or envisaging the future. However, once disappointment is felt, the customer experiences a heightened awareness of now. Temporal presence becomes apparent to the customer and so this is the point at which a decision is made regarding whether or not to complain and is critical in CCCB. Temporal presence continues to be experienced by the customer periodically throughout the process of complaining.

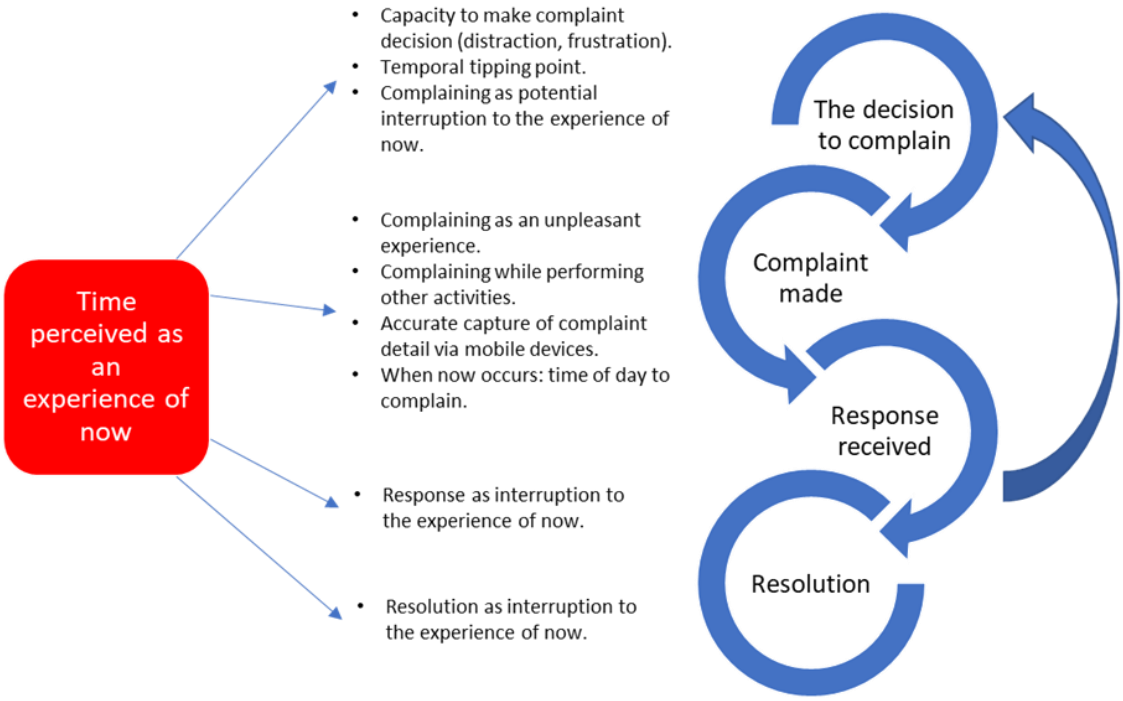

Figure 75 Influence of time perceived as an experience of now in the complaint process.

5.3.5.1 Disappointment severity

Customers react in different ways to disappointment and in what they consider constitutes disappointment (Juhl et al., 2006). Where customer complaint action takes place, each customer will consider the situational circumstances and/or severity of displeasure to be sufficient to warrant complaining. Severity of disappointment is

acknowledged as critical (Bacile et al., 2018; Bodey and Grace, 2007; De Matos et al., 2012) with Bolkan (2018) arguing, severity is, “one of the most influential antecedents to complaining” (p842). Singh and Wilkes (1996), although researching in a pre-SM age, believe there to be a relationship between voicing of complaints in correlation with severity (i.e. the more severe the disappointment, the more vocal the complaint). More recent research regarding extreme CCCB using SM regarding customer revenge supports Singh and Wilkes’ (1996) hypothesis of the customer desire to spread their anger as far and wide a possible via the internet (Gregoire et al., 2015; Sparks and Browning, 2010). Findings from this research indicate that taking complaint action is linked to customer assessment of severity of disappointment; the more severe the disappointment, the more likely the complaint will be made by the customer.

5.3.5.2 Reaction to disappointment in the moment

Customer judgement of disappointment severity impacts the likelihood of complaint making (Bodey and Grace, 2007; Bolkan, 2018; Chelminski and Coulter, 2011). CCB literature discusses customer reaction to disappointment (Chelminski and Coulter, 2011; Crijns et al., 2017; Evanschitzky, 2011) and that this plays a vital role in subsequent CCB. Moving at speed, metaphorically or physically, from one place or point in time, to another, alters perception of each moment experienced (Kristensen, 2018). Subsequently, the extent to which some customers are actively conscious and mindful of their behaviour in the moment is affected (Husemann and Eckhardt, 2019), thereby arguably affecting their judgement of disappointments. Of those customers interviewed, who described themselves as busy, few recognised that their reaction to, and evaluation of, disappointment and subsequent CCB might be affected as a result. Some customers did acknowledge that they themselves sometimes complain impulsively, reacting quickly to disappointment but not that the reaction itself might be different due to temporal pressure. Further, some hoteliers interviewed, observed some customers becoming more difficult to please, which might be deemed an indicator of evolving customer reactions to disappointment. Changes in temporal expectations of both customers, regarding how they expect hoteliers to respond to their complaints, and hoteliers, regarding how they expect customers to complain, impact the management of complaints and both parties’ perception of the other’s likely behaviour.

5.3.5.3 Temporal tipping point

When perceiving time as an experience of now, the chronological point at which a complaint is deemed necessary by a disgruntled customer is labelled by the researcher as the temporal tipping point (see Section 4.7.1 Complaining becomes necessary in the mind of the customer on page 208). Several of those customers interviewed, explained a point in time following disappointment, at which a moment of no return was reached. Sometimes, such impetus to complain arose from perceived imminent danger. One participant stated that she would complain quickly in order to improve safety for other hotel guests, for example. On other occasions, the temporal tipping point is reached when frustration is experienced and/or disappointment sufficient to motivate redress or emotional release by venting such disappointment. The role of emotion in reacting to disappointing experiences is argued by some as central to CCB (Mattila and Wirtz, 2004; Smith and Bolton, 2002). Both customers themselves and hoteliers interviewed, acknowledge the potential for customers to express anger (Chebat et al., 2005b) when reaching the temporal tipping point in public. Van Steenburg et al. (2013) is closest to articulating such a temporal tipping point in describing complaining customers' arrival at a point of frustration (but this might not necessarily convert to action). Other authors describe triggers to complain (Fisk et al., 2010), a point beyond the recovery zone of tolerance (Hogreve et al., 2017), a point beyond compensation (Mei et al., 2019) or points of service failure (Sparks and Browning, 2010). Sivakumar et al. (2014) argue disappointment should be discussed as a distribution of experiences, rather than at a single point in time and similarly Maxham and Netemeyer (2002) discuss a range of points in time in the complaint process. Hotel staff seeking signs of customers reaching their temporal tipping points represents an area of new knowledge. The difficulty for staff to identify temporal tipping points is also a considerable challenge for the management of customer complaints.

5.3.5.4 Temporal priorities

At any one moment, customers have a choice of possible (complaint) behaviours (Gregoire et al., 2015; Istanbulluoglu et al., 2017; Mattila and Wirtz, 2004). As well as believing complaining to be necessary (Ma et al., 2015; Thogersen et al., 2009), some customers interviewed also described a temporal point at which they consider complaining is too late. Figure 76 overleaf depicts a complaint-making-window

revealed via this research as the time lapse between a disappointment experienced and a customer's subsequent evaluation that it is too late to complain. As customers vary, so too do the situations and lengths of time after which they consider it to be too late to complain (depicted by double-headed arrows) revealing a wide spread of differences in temporal priorities when complaining, among customers. Reasons given by customers in the interviews, to believing it is too late to complain include; a perception nothing can be done to rectify the situation due to the time lapse from disappointment, or because their daily lives have progressed on to other priorities in the meantime. One customer explained that his disappointment mattered less to him over time and cited this as a motivator for him to make his complaints more quickly. Customers are aware waiting too long to complain can result in no complaint being made. Several hoteliers expressed surprise at the length of time some customers will wait from experiencing disappointment to complaint making up to a year and the logistical difficulties in responding to these with detail. Some authors acknowledge complaint responses can be offered too late (Gregoire et al., 2015; Song and Hollenbeck, 2015; Tripp and Gregoire, 2011) but not that complaining itself might be deemed too late.

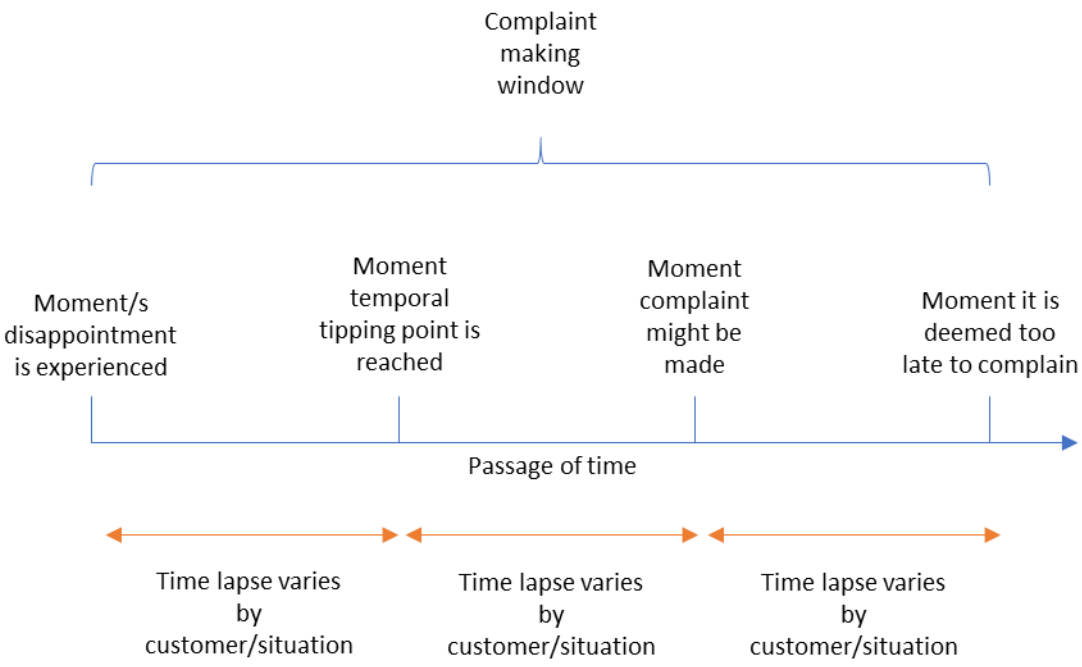

Figure 76 Complaint making temporal window

5.3.6 Social media and temporal experience of now in contemporary customer complaint behaviour

5.3.6.1 The experience of complaining in the moment

One of the reasons that some customers do not complain arises from the unpleasant experience of confrontation often associated with making a complaint in person (Bacile et al., 2018; Harris and Russell-Bennett, 2015; Kim et al., 2003). Complaining can cause embarrassment (Abney et al., 2017), fear (Bolkan, 2018; Mattila and Wirtz, 2004) and social discomfort (Susskind, 2015) leading many to avoid the experience. Some customers interviewed for this research described their feelings of discomfort complaining in person (see section 4.4.6 Confrontation avoidance on page 188). One customer explained that she particularly disliked confrontation in any situation. Another, that complaining in person led to feelings of insecurity and inferiority with members of hotel staff. Pressure to justify dissatisfaction was also cited by a customer explaining why complaining constituted an unpleasant experience of now. Senior managers interviewed for this research were keen to explain how approachable they sought to be to customers, that customers were regularly informed on arrival of a dedicated member of staff to whom concerns could be raised, should the need to complain arise. Yet, few hoteliers acknowledged how unpleasant many customers perceive complaining to be and possible ways to address this. This research finds, in support of literature arguing that the use of SM to complain, reduces the unpleasant experience of confrontation in person, for customers (Abney et al., 2017; Bolkan, 2018; Mattila and Wirtz, 2004). Consequently, from a temporal perspective, use of SM to complain, improves enjoyment of the experience of now, despite the negative experience of complaining.

5.3.6.2 Accurate capture of complaint experiences in the moment

An emerging behaviour, arising from prolific use of mobile devices by customers, is the adoption of phones and tablets as an accurate record of the complaint process. Many participants of this research explained the integration of mobile devices and SM platforms within their daily lives facilitated the accurate capture and recall of their own complaint interactions with the luxury hotel. For example, some customers interviewed described use of their mobile phone enabled them to record the precise time of day and date complaint posts were made, to readily take photographs of

negative experiences and easy reference to email responses or historical conversations. Little, if any, CCCB literature has researched this emerging phenomenon and nascent behavioural change in CB in the context of complaining. Van Meter et al. (2015) introduce the topic of, “nostalgia”, arguing that SM platforms enable users to enhance their capacity to remember past events, compared to not using devices, and Dolan et al. (2019, p35) of the use of SM by customers to, “memorialise travel experiences”. Other authors, in the context of research methods, extol the benefits of using SM in order to capture experiences for analysis (Dickinson et al., 2013; Hampton et al., 2017; Maguire and Geiger, 2015). Complaint literature recognises the recollection of complaint experiences is important in understanding CB (Kim et al., 2003; Singh and Wilkes, 1996) but not that the quality of such recollection is increasing, and being documented voluntarily by many customers via both mobile device and SM use.

5.3.6.3 When now occurs: Time of day to complain extended via social media

Responsiveness to complaints is recognised as important in CCB (Alrawadieh and Dincer, 2019; Davidow, 2003; Goudarzi et al., 2013). Although some hoteliers interviewed for this research admit deliberately consuming time to investigate all complaints made by customers, regardless of complaint method, they do accept all customers would prefer a response as quickly as possible. There is emerging acknowledgement, in literature and hotels participating in this research, that SM, as a method to complain, enables customers to complain at any time in a twenty-four-hour period, impacting their assessments of hotel responsiveness. Responsiveness can form customer assessments of procedural justice in complaint handling (Tax et al., 1998) and Hogreve et al. (2017) introduces a time zone of tolerance as a period of time within which customers assessment of responsiveness is considered fair. Recent CCCB literature acknowledges SM use narrows the window within which a response is considered timely by customers when complaining via this method (Alrawadieh and Dincer, 2019; Stevens et al., 2018; Sugathan et al., 2018). The findings of the present study reveal that even though they can complain at any time of day via SM there is a range of customer expectation regarding what constitutes a reasonable response time. Some customers interviewed believe any time of day is acceptable to complain via SM and others that they time their complaints to coincide with office hours (9am to 5pm). For some customers, posting on SM is timed

according to expectations of responsiveness, for others, not. The findings of this research reveal that customer expectations of responsiveness to their complaints are both evolving and diverse.

5.3.6.4 Links between the customer perception of temporality as an experience of now and the other three customer perceptions of temporality in contemporary customer complaint behaviour

Where time is perceived as an experience of now, the dominant concern in complaining via SM is optimising that experience in the current moment, however the customer hopes that to be (see Figure 77 overleaf). In complaining, numerous moments of now occur; the situational circumstances of the disappointment, the severity of disappointment, the reaction to disappointment, the temporal tipping point, other priorities in the moment, the moment of making a complaint, whether or not during consumption, and the time of day. Disappointments represent a perception of wasted utility from time because temporal investment has not yielded the hoped-for intention of the experience, where time is perceived as a valuable resource. Further, the deliberation of whether or not to complain, and to do so now, in the present moment, represents additional temporal investment.

Decisions regarding appropriate speed are influenced by context in the experience of now. Previous experiences and hopes for the future also influence decisions made in the present. This research finds that for the majority of customers, complaining via SM is preferable because such customers perceive that this method of complaining will reduce possible unpleasantness of complaining and/or increase temporal efficiency of now. Complaining via SM enables customers to choose when to allow temporal interruption of stages of the complaint process. Where time is perceived as an experience of now, customers are able to both maintain focus in the present moment by deciding to complain at a time of their choice and avoid interruption when complaining via SM. In perceiving time as an experience of now the decision to complain constitutes an interruption and so customers might decide to use SM to prevent an uncomfortable situation while still present in the hotel, preferring to complain later via SM.

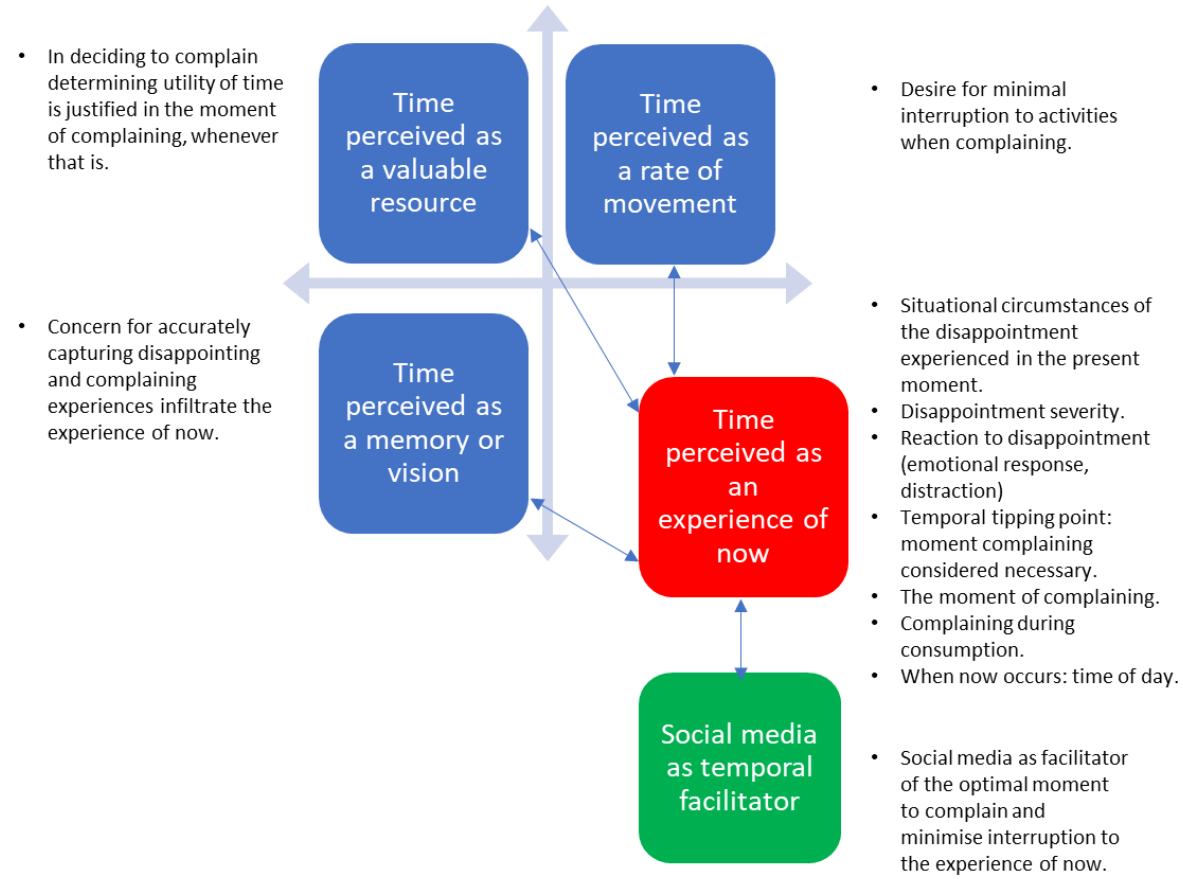

Figure 77 Links between CPT and time perceived as an experience of now in CCCB

5.3.7 Customer perceptions of temporality as a memory or vision: Likelihood of success in complaint outcome

CPT as a memory or vision manifest as temporal learning for customers in consumption experiences, as discussed in section 5.3.7.3 (page 283). This study identifies that customers' temporal learning extends to the context of CCCB. It is the temporal learning that customers have previously undergone that assist them in assessing the likelihood of success should the need to complain arise. As in other consumption experiences, customers reflect on the past and envisage the future in the event of complaint making. Temporal orientation refers to the extent to which individuals focus on either the past, present and/or future (Bergadaa, 1990; Loda and Amos, 2014). Customer focus fluctuates between temporal orientations; sometimes reflecting on the past and at others, envisioning possible future outcomes. CCB literature frequently mentions varying temporal states; the past (Aguilar-Rojas et al., 2015; Andreassen and Streukens, 2013; Istanbulluoglu et al., 2017), the present (Balaji et al., 2015), the future (Kowalski, 1996) but does not necessarily label them

as either temporality or CPT. This section discusses the links between CPT as a memory or vision and CCCB, and subsequently, the use of SM as a method to complain.

5.3.7.1 Prior experience of complaining

In the context of CCB, the concept of, “likelihood of success”, is widely documented as a consideration for customers contemplating making a complaint (Blodgett et al., 2015; Chebat et al., 2015a; Juhl et al., 2006; Kim and Boo, 2011; Kim et al., 2003; Velazquez et al., 2010). Also referred to as the, “probability of success” (Huppertz, 2014), this is an element of CCB focused on perceptions of time, although not articulated as such, as both a memory and a vision of the future. Findings of this research reveal that CPT of both the past; what has taken place previously, and the expected future; most-likely-to-occur-outcomes, converge in the present moment throughout the complaint process. All participants in this research; both hoteliers and customers, are heavily influenced by their past experience in predicting how each hotel and customer will behave in future (see section 4.2.3.1 Customer complaining experience on page 165).

5.3.7.2 Temporal expectations in customer complaint behaviour

CCB literature acknowledges the role of prior experience in CB and the formation of customer expectations regarding likely future outcomes (Kim et al., 2003; Susskind, 2006; Susskind, 2015; Zeithaml et al., 1993). In the context of complaining, this research concurs with those arguing most customers also form expectations regarding the complaint process, including likely responses and possible resolutions and service recovery attempts (Abney et al., 2017; Kim et al., 2003; Oliver, 1980) based on past experience. However, complaint expectations founded on past experience are not necessarily favourable or accurate (Kim et al., 2003). Gunarathne et al. (2017) discovered customers who have previously complained via SM are less likely to feel satisfied with subsequent complaints, which they suggest might be related to the personality profile of a repeat-complainer. From a temporal perspective, this research highlights that most customers form temporal expectations throughout the complaint process, such as how long it may take to complain, to receive a response and/or to achieve resolution. This research further posits that all customers vary in their previous complaint experience but learning from looking back on the past

enables customers to adapt and evolve their complaint experience to increase temporal efficiency. This research suggests that complaining is an iterative and learnt set of processes. Most customers interviewed reveal their belief that recognising potential temporal delays, formed from past experience, facilitate the avoidance of such delays in future.

5.3.7.3 Temporal learning in customer complaint behaviour

This research reveals that most customers are continually adapting their CCB based on learning from past experiences. Learning is a potential time-saver (Ashby and Gonzalez, 2017) and may improve consumption experiences (Munichor et al., 2006). Within the context of complaint making however, learning is most frequently referred to from the perspective of the business, rather than the customer, in seeking to understand how best to delight customers (Mei et al., 2019; Park and Allen, 2013; Van Meter et al., 2015). This research reveals the majority of customers are continually learning in the context of CCCB, including from the perspective of improved temporal management. Further, this research foregrounds that many customers are learning from a range of complaint contexts. Examples include learning from complaining themselves to other brands and via different methods, speaking to colleagues and friends regarding their complaint experiences, and in observing conversations between hotels and customers on SM platforms.

5.3.7.4 Determining success in complaining

Figure 78 overleaf depicts the complaint process from the perspective of time perceived as a memory or vision. The decision to complain, and the complaint making itself, are influenced by past experience of complaining (Aguilar-Rojas et al., 2015; Gunarathne et al., 2017) as well as the possibility of future complaints and future visits to the hotel and/or brand. Some argue that complaint satisfaction, similarly to consumption expectation (Zeithaml et al., 2009) is based on comparisons made between the outcome of a complaint and the expectation, often formed from prior experience in a similar situation (Balaji et al., 2015; Susskind, 2000) and thereby demonstrates the significance of CPT in CCCB using SM. From a temporal perspective, complaint outcome evaluations are made retrospectively. This research finds that most customers interviewed compare responses and outcomes of their complaints to prior responses and outcomes to previous complaints they have made.

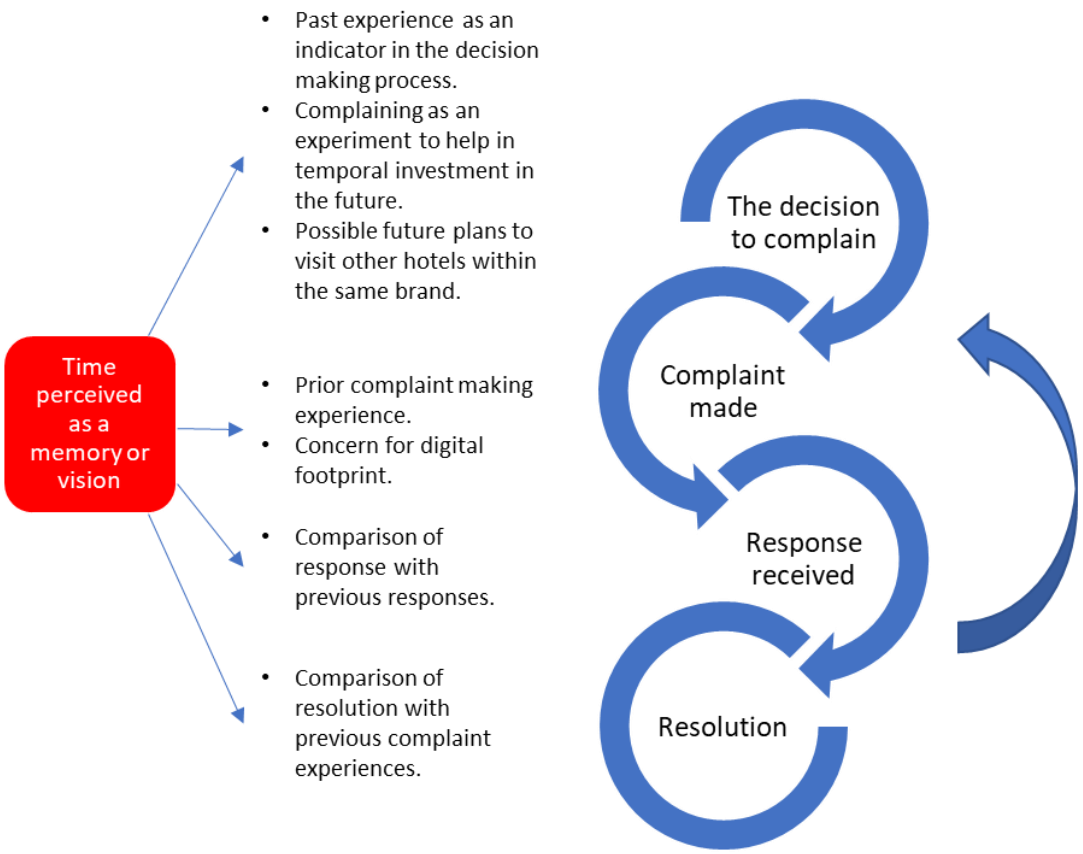

Figure 78 Influence of time perceived as a memory or vision in the complaint process

5.3.8 Social media and temporal orientation in contemporary customer complaint behaviour

Where time is perceived as a memory or vision in CCCB, three elements of emerging CB, using SM to complain, are revealed via this research and discussed subsequently. Firstly, SM as an archive creator of complaint experiences enables customers to reflect and look back to the past in order to remember prior CCB, perhaps to refer to in present or future interactions with the hotel to whom they have complained. Secondly, customer concern for negative digital footprint when complaining via SM constitutes customers looking forward to the future and concern for how their CCB in the present might impact their future portrayal in the public domain. Thirdly, complaining via SM as a temporal experiment is also a CPT in the present, but with concern for the future and ways in which the future utilisation of time might be more effectively managed, should the need to complain arise at a later date.

5.3.8.1 Social media as archive creator of complaint experiences

In the knowledge that they may be required to recall detailed complaint information, the use of SM as an archive is useful to customers living in a contemporary age. This research finds that in the context of CCCB many customers are concerned with creating records of their complaint experiences and interactions in order to refer to these at a later date. Research confirms the importance of perceptions of justice to customers in CCCB (Abney et al., 2017; Goudarzi et al., 2013; Mattila and Wirtz, 2004). However, this research finds that the majority of customers interviewed believe assessments of justice apply equally to themselves, as to the hotels to whom they are complaining. Most of those customers interviewed were eager to portray their complaints as justified, balanced and fair to the hotels to whom they complain. The capacity to create and capture, what they consider to be, partial evidence via SM and mobile devices is viewed as an advantage to conscientious complaining customers. Further, living in the accelerated society (Wajcman, 2014), not needing to expend time where perceived as a valuable resource in remembering precisely what took place during the complaint process is favourable for those customers using SM as an archive (Dolan et al., 2019) and/or as evidence. The findings (see section 4.4.5 Accurate record keeping on page 186), provide examples of customers using SM platforms to record dates and times of interactions, including in complaints. Recording such data if complaining via other methods, such as a letter, might be much more cumbersome and time-consuming.

5.2.8.2 Digital footprint in complaint behaviour

In addition to temporal advantages of SM use to complain, there are also potential temporal disadvantages. In making complaints via SM, many customer participants of this research are both aware and mindful of their future public portrayal on such platforms. CCCB literature widely recognises potential damage to corporate reputation as an important component of CCCB using SM (Alrawadieh and Dincer, 2019; Ang and Buttle, 2012; Balaji et al., 2015; Cai and Chi, 2018; Crijns et al., 2017). However, very little literature considers reputation from the perspective of the customer making such complaints. This research finds that many customers using SM to complain are concerned about their digital footprint including in the context of complaining. Existing research also recognises the potential for SM use to facilitate regret (Chen and Gao, 2019), although not yet within the context of CCCB. Voorhees

and Brady (2006), in researching customer reasons not to complain, argue that regret is a motivator to prevent customers from complaining. However, the coupling of speed of reaction to disappointment with the potential for customers to regret subsequent CCCB, is an emerging area for research. This research finds that for many customers, perceptions of future time frequently impact decision making in CCCB in the present (see section 4.9 Customer concern for the future when complaining via on page 224).

5.2.8.3 Complaining via social media as temporal speculation

Due to the nascent and emergent nature of complaining via SM, some customers interviewed for this research articulate their complaints via this method are sometimes experimental (see section 4.2.3.1 Customer complaining experience on page 165). Here, time is perceived almost as temporal speculation; complaining via SM as a temporal investment, which may or may not be fruitful, which may be beneficial in providing future temporal advantages, should the need to complain arise in future. Some authors do acknowledge the nascent nature of CCCB via SM (Alrawadieh and Dincer, 2019; Fan and Niu, 2016; Yen and Tang, 2015). Most often, the emergent nature of SM as a method to complain is considered from the perspective of the company being complained to; in seeking managerial strategies to adapt to changing CB (Alrawadieh and Dincer, 2019; Fan and Niu, 2016; Yen and Tang, 2015). However, CCCB literature rarely acknowledges customers too are seeking strategies in response to hotels' evolving responses to their complaints made via SM. Where time is both perceived as a valuable resource and as a memory or vision, such that the future utilisation of time is important, the temporal advantage to customers, of experimental CCB using SM, is revealed via this research.

5.2.8.4 Links between the customer perception of temporality as a memory or vision and the other three customer perceptions of temporality in contemporary customer complaint behaviour

Where time is perceived as a memory or vision, such CPT are critical in CCCB using SM (see Figure 79 overleaf). All customers are both looking backwards to past complaint experiences as well as forwards through time in the formation of their temporal expectations in CCCB. Many customers are learning and adapting their CCB in order to facilitate temporal advantage in future, by predicting most likely

outcomes based on what has occurred in the past. Such temporal perceptions impact decisions regarding the optimum utilisation of time, where time is perceived as a valuable resource, what is considered appropriate speed, where time is perceived as a rate of movement, and the experience of the present, where time is perceived as an experience of now. The role of SM as a method to complain is critical because it is perceived by many customers as a facilitator of temporal orientation. Where the past is important, such as to reflect on prior complaint experiences or recall specific details in ongoing complaint discussions, SM platforms provide an archive. Where the future is of concern, customers adapt their CCB with a view to avoiding potentially detrimental public posts on SM platforms when they complain.

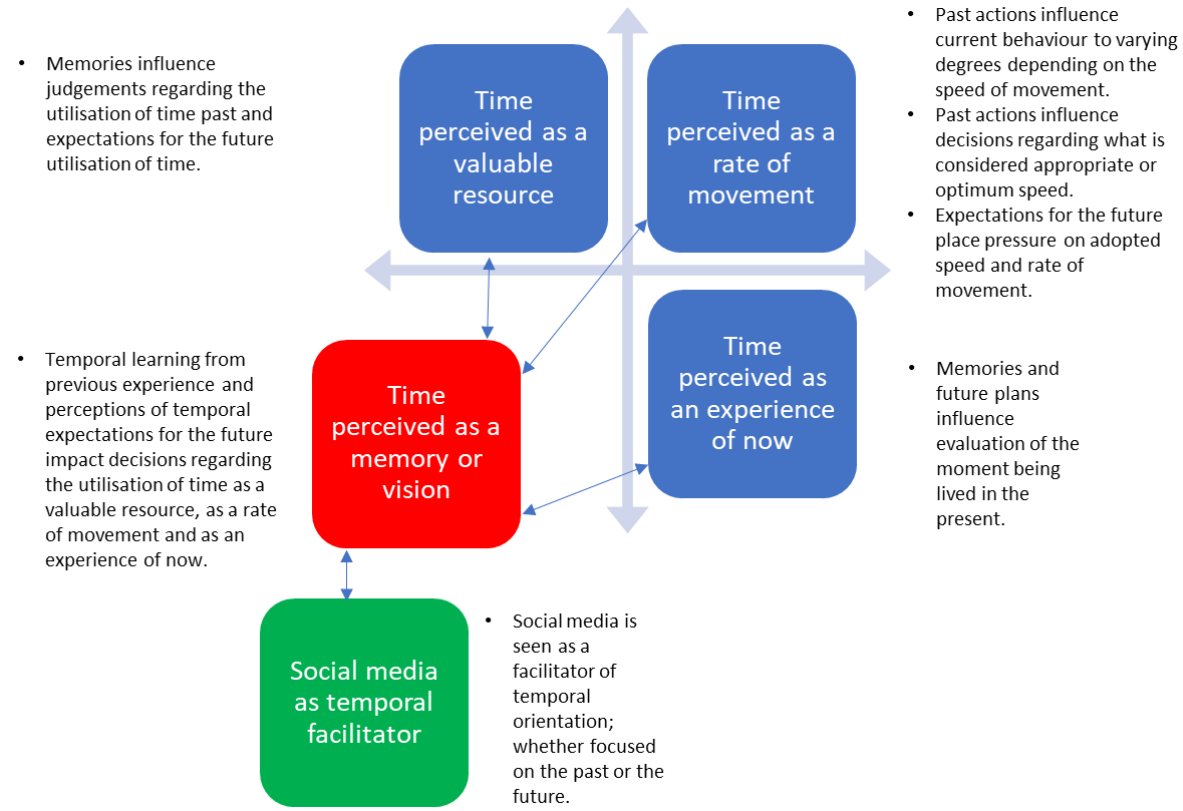

Figure 79 Links between CPT and time perceived as a memory or vision in CCCB

5.3.9 Summary of customer perceptions of temporality in contemporary customer complaint behaviour

In summary, Figure 80 overleaf provides an overview of the four CPT throughout the process of complaining (combining Figure 71 page 261, Figure 73, page 266, Figure 75, page 274 and Figure 78, page 284). It is evident that CPT apply and have relevance for customers at all stages of complaint making. Where time is perceived as a valuable resource, a rate of movement, an experience of now or as a memory or vision, the consumption of time is important to customers when deciding to complain, making a complaint, seeking or receiving a response and achieving, or not, resolution. Each of the four CPT raise different and distinct temporal concerns for customers, thereby demonstrating the criticality of CPT in CCCB. Significantly, SM is perceived by customers, sometimes inaccurately, as a temporal solution to such concerns at every stage of complaining. The use of blue circular arrows in Figure 80 is intended to illustrate that the complaint process is not linear or one-directional but fluid, transient and multi-directional. Of course, a decision to complain must precede a complaint being made and a complaint being made must precede any response being received. However, after a complaint has been made, a customer may decide to complain again prior to waiting for a response (perhaps because he or she believes they might improve their complaint articulation for example). Similarly, a customer might decide to complain again if he or she is unhappy with a response received, if any, where a lack of any response might become another cause for complaint. Arguably, once a resolution is achieved, by definition, a decision to complain again has already been made, thereby representing completion of the complaint process.

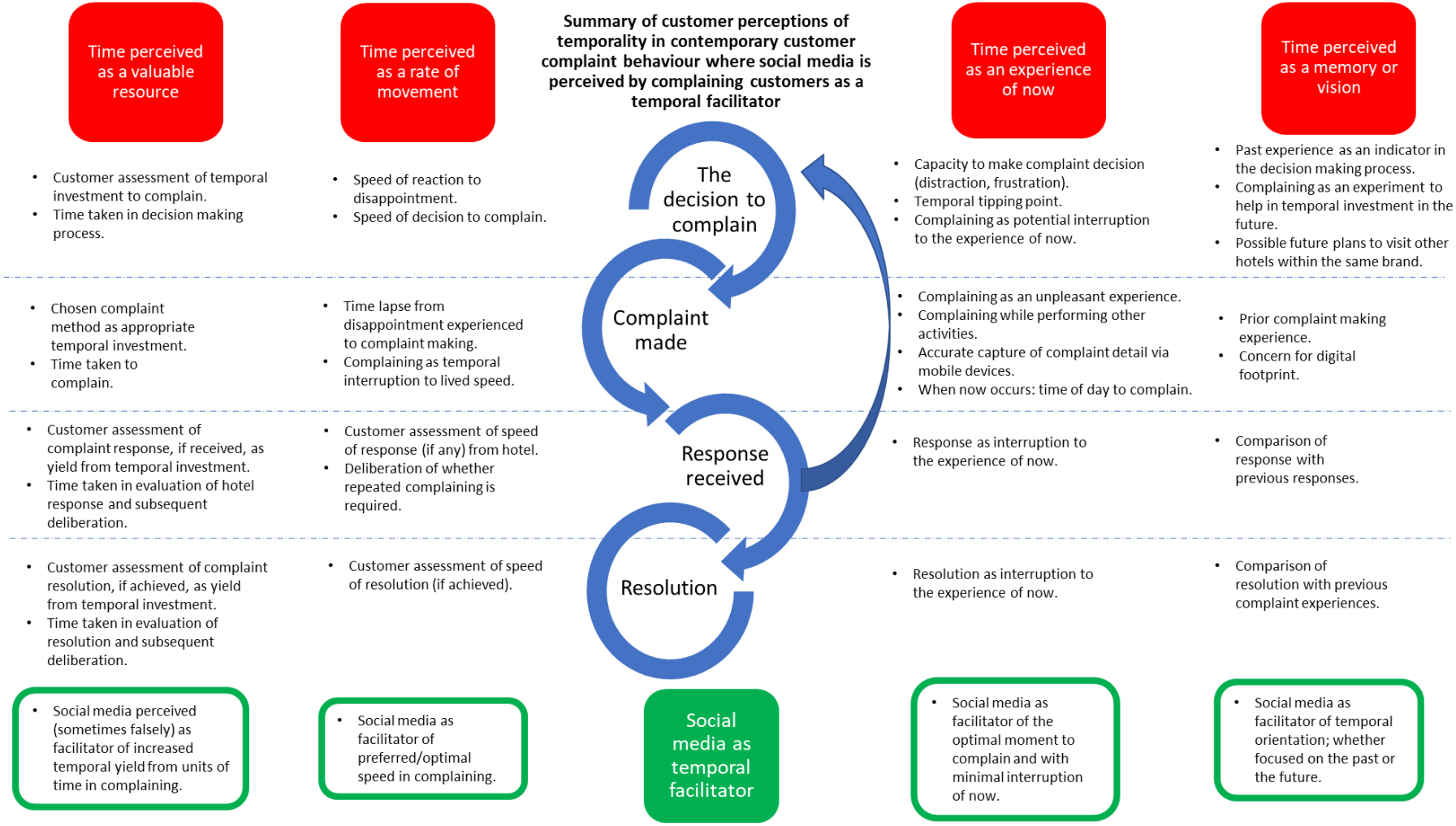

Figure 80 Summary of CPT in CCCB where SM is perceived as temporal facilitator

5.4 Customer perceptions of temporality in exceptional experiences in luxury London five-star hotels

CPT in CCCB reveal unique insight in the context of exceptional experiences in luxury London five-star hotels. Encapsulating and demonstrating the applicability of CPT beyond the context of complaining to exceptional experiential consumption, Figure 81 below summarises the salient findings of this study for each of those temporal perceptions.

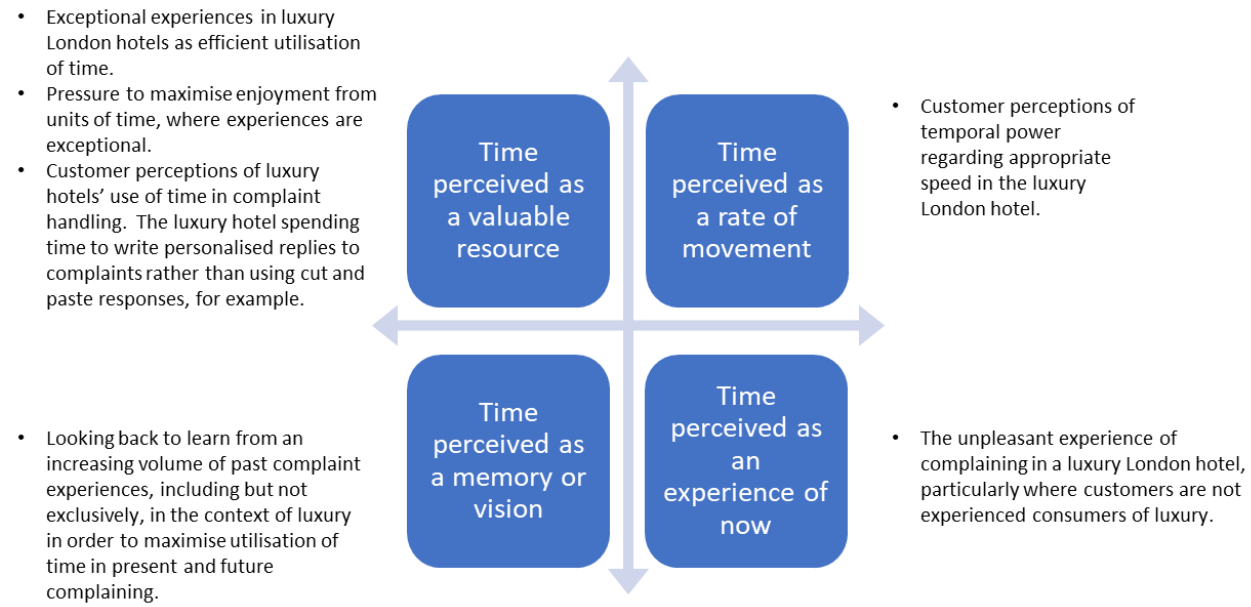

Figure 81 CPT in CCCB in the context of exceptional experiences in luxury London five-star hotels

5.4.1 Customer perceptions of temporality as a valuable resource in exceptional experiences in luxury London five-star hotels: Temporal pressure

Where time is perceived as a valuable resource, pressure to utilise that time wisely ensues and this research further finds that such pressure is present and magnified in the context of exceptional experiences of experiential consumption. The perishability of time is a fundamental characteristic of services (Parasuraman et al., 1998). The nature of exceptional experiences in particular, often as once-in-a-lifetime opportunities, increase temporal pressure yet further, on customers seeking to enjoy such experiences (Kapferer and Bastien, 2013). Use of the word, "exceptional", itself portrays high expectation (Bhattacharjee and Mogilner, 2014). Further, the

knowledge that even after successful complaint resolution, should the need arise, the exact experience cannot be repeated, either because the exact moment of time or logistical circumstances have passed, increases temporal pressure on each moment of now in the experience. The findings of this research reveal temporal pressure contributes to higher expectations of exceptional experiences. The majority of hoteliers interviewed believe customers of exceptional experiences in particular, have unrealistically high expectations of luxury hotels (see section 4.10.3 Customers' unrealistic expectations of luxury on page 230).

5.4.1.1 Exceptional experiences in luxury London five-star hotels as efficient utilisation of time

Increasing numbers of customers seek experiential currency and societal value from conspicuous consumption (Keinan and Kivetz, 2011; Langer and Heil, 2013), which is supported by the findings of this research. Both hoteliers and customers interviewed explain that increasingly, luxury London hotels are visited for exceptional experiences, such as anniversary and family milestone celebrations. Similarly, the findings of this research confirm that customers are eager to demonstrate conspicuous consumption (Gilovich, 2015; Kumar and Gilovich, 2015; Wallman, 2015; Carter and Gilovich, 2010) of such experiences. Many customers interviewed are motivated to share their experiences via SM, thereby displaying both their adherence to the societal value of being productive with use of time as well as demonstrating their cultivation of exceptional luxury experiences. Hoteliers interviewed also observe that increasing numbers of customers are taking photographs during consumption for the purpose of both recording and sharing experiences.

5.4.1.2 Generosity with time as a valuable resource in luxury London hotels

Customer expectations in the context of luxury are high (Zauberman et al., 2009) but this study additionally finds that such expectations extend to customer perceptions of the luxury hotel's generosity with time, including in complaint handling. The findings demonstrate some customers evaluate the generosity of others with their time and that to be seen to be generous and flexible with time is perceived by customers as an extension of lavish, luxurious behaviour, deemed appropriate by them, within a luxury

London hotel. Many customers evaluate the perceived temporal investment of hotels in responding to complaints and notice where short-cuts have been taken, such as using cut and paste responses. Customer perceptions of attempts at productivity and time-saving on the part of hotels are perceived negatively by most customers interviewed, particularly in the context of luxury. Timelessness, referring to the age of an item or brand, is a characteristic of luxury (Kapferer and Bastien, 2013) but in the context of luxury hotels, time in the accelerated society time is itself a luxury and therefore something customers believe should be given to them generously. Therefore, customers expect luxury London hotels to be generous in responding to complaints, flexible with time, such as allowing gift vouchers to be honoured past the expiration date, and spending time on personalisation of complaint responses.

5.4.1.3 Complaining in luxury hotels as an assumption of customers' copious time

Juhl et al. (2006) suggest some customers are reluctant to describe themselves as complainers and others (Kim and Boo, 2011; Singh and Wilkes, 1996) that some customers have predisposed ideas about the negative associations of complaining. This research also finds evidence of a negative perception, among hoteliers and customers, of people who make complaints, including the customers who have themselves complained. Throughout the interviews conducted for this research, the majority of both hoteliers and customers supported a negative perception of complaining. Hoteliers expressed comments during the interviews questioning the temporal investment made by customers who complain, suggesting that complaining customers must have time to spare if they could, "*find things to complain about*". Rather than viewing complaints as evidence of the importance of the issue being complained about in the life of the customer, most hoteliers instead reveal a view of complaints as evidence of customers having an excess of unaccounted-for time, which they could afford to invest in complaining. Many customers also, in their emphatic professing of the justification for their own complaints reveal their own negative perception of complaining, wanting to persuade of the necessitating, as they viewed it, of their own temporal investment to complain.

5.4.2 Customer perceptions of temporality as a rate of movement in exceptional experiences in luxury London five-star hotels: Temporal speed

Evidence of CPT as a rate of movement in luxury London hotels were revealed in examples given by participants where the experience of speed was deemed unsatisfactory. Inappropriate speed; both too fast and too slow, interruptions to plans and waiting were all cited as temporal disappointments by customers interviewed. Some customers, for example, were disappointed when they could not check-in if they arrived at the luxury London hotel too early, being asked to wait or if turndown services could not be rescheduled for a more convenient time. Frustrations and subsequently complaints, often arose as a consequence of customer perceptions of inappropriate distribution of temporal power to control temporal speed.

5.4.2.1 Perceptions of temporal power in exceptional experiences in luxury London five-star hotels

Determining temporal power is integral to CPT in the accelerated society. Sharma (2017) describes temporal inequality, supporting the earlier work of Bauman (2000) that the perceived capacity to control speed denotes power. Within the context of a luxury hotel, the findings reveal the extent to which the customer, as opposed to the luxury hotel, has ultimate control of time, fluctuates and shifts between both parties. Sometimes the customer has temporal control, such as: deciding when to arrive at the hotel, when to book dinner, when to use hotel facilities. At other times, the hotel has temporal control: such as enforcing rules regarding check-in and out times, dining opening hours and to some extent, waiting times. Links to cohabited or shared time are apparent here, where different parties, luxury hotel and customer, and their temporal schedules overlap and must coexist, sometimes creating temporal friction where the behaviour of one impacts the other. Rosa (2017) defines leisure as a place free of temporal constraints but findings confirm the contrary; that luxury hotels, which would be described as places of leisure, actually have many such constraints. Although no direct examples of temporal rebellion (Erickson and Mazmanian, 2017), where a customer might deliberately attempt to flout the hotel's temporal rules, were found in this research, many customers interviewed expressed dissatisfaction at their perception of temporal inflexibility on the part of hotels.

5.4.3 Customer perceptions of temporality as an experience of now in exceptional experiences in luxury London five-star hotels: Temporal presence

Gilovich et al. (2015) argue further research is needed regarding the phenomenon of the experience of making a complaint, in person, such as in a luxury hotel. Increasing democratisation of luxury (Kapferer and Bastien, 2013) has led to a wider profile of consumers frequenting luxury establishments (Roper et al., 2013). Luxury hotels can be intimidating for customers who are neither experienced or comfortable being in luxury environments (Dion and Borraz 2017). Complaining can be an awkward (Sezer et al., 2018) and unpleasant experience (Bacile et al., 2018; Harris and Russell-Bennett, 2015; Kim et al., 2003). The findings of this study are confirmatory that for some customers, the experience of complaining can be awkward, intimidating and embarrassing. Perceiving temporality as a moment of now results in temporal presence for some customers that becomes noticeable because it is unpleasant.

Many of those interviewed, customers and hoteliers, described perceptions of the, “types of people”, who buy exceptional experiences in luxury London hotels. This research reveals a bias on the part of both customers and hoteliers, although not acknowledged as such, against those who buy experiences and do not fit their own expectations of luxury customer profiles. Customers express feelings of inadequacy regarding both being in a luxury hotel and their justification to make a complaint in such a setting when feeling themselves to be outside the typical demographic of luxury hotel users. The findings reveal exceptional experience customers are correct to perceive such a bias against them. Hoteliers confirm that those who are infrequent visitors to luxury hotels often have unrealistic expectations contributing to their CCB. Perceiving time as an experience of now, some customers of exceptional experiences prefer to complain via SM when in a luxury London hotel, in order to avoid possible feelings of unpleasantness, embarrassment, discomfort and inadequacy.

5.4.4 Customer perceptions of temporality as a memory or vision in exceptional experiences in luxury London five-star hotels: Temporal learning

The findings support previous literature that luxury is increasingly available to a wider range of people (Gutsatz and Heine, 2018). As a result, growing numbers of customers of luxury London hotels are increasing the volume of luxury experiences they have (Dion and Borraz, 2017). Where time is perceived as a memory or vision, CCCB is impacted where the volume of experiences upon which to reflect, increases. Indeed, many of those customers interviewed explained they frequently made comparisons between complaint handling of luxury London hotels and other industries. The hotel industry has previously been acknowledged as slower to adapt to digital change than other industries (Fan and Niu, 2016; Sharma et al., 2018) and findings are mostly supportive in this regard. Interviews reveal many customers learn by assessing the responsiveness of luxury London hotels visited previously, including their perceived proficiency using SM platforms. Further, many of the temporal expectations' customers form when deciding whether or not to complain arise from experience in contexts other than luxury hotels. Some customers described experiences of complaining in high street shops and airlines. Customers are using their past experiences and judgements (both positive and negative) to make generalisations and seek patterns of behaviour in order to make assumptions about and predict what will occur in future, in order to save time.

5.5 Empirical Framework

Figure 82 on page 298 depicts a holistic overview of the empirical findings discussed throughout this chapter. Four CPT were revealed; time perceived as a valuable resource, as a rate of movement, as an experience of now and as a memory or vision. When perceived as a valuable resource, a desire to utilise time efficiently, as evaluated by the customer, is a priority, creating temporal pressure. Time when perceived as a rate of movement is concerned with the passage of time and the speed with which time passes and is perceived as doing so, by the customer. Temporal presence describes the extent to which a customer is wholly aware of an experience in the current moment. Time perceived as a memory or vision is predominantly focused on temporal learning; reflection on past experiences in order to improve the utilisation of time in unforeseen future situations. The use of colour in Figure 82

illustrates the fluidity and merging of temporal perceptions, such that clear transition from one to the next is indeterminable and imperceptible. The double-headed white arrows demonstrate the relationship between perceptions throughout the framework, such that each itself influences, and is influenced by the other temporal perceptions.

The criticality of CPT in CCCB is demonstrated in the permeation and role of such perceptions throughout the entire experience of complaining. The temporal pressure customers perceive to use time wisely extends to their CCB. Complaints vary in the amount of time they consume, whether spontaneous vocalisation of a minor gripe at the moment of dissatisfaction or an ongoing dispute between a hotel and customer over many months. Yet, the findings of this research reveal that many customers evaluate the cost-benefit of each separate temporal investment to complain. Further, consideration is also made by many customers regarding the likely temporal investment required to receive a response to his or her complaint and/or to receive resolution.

Customer perceptions of temporal speed and the passage of time apply throughout the complaint process; regarding customer expectations of the speed with which a complaint can and should be made, as well as responded to. Customer perceptions of “now” and the extent to which he or she is fully engaged and experiencing temporal presence varies depending upon situational circumstances, occurring at multiple touchpoints throughout CCB. Temporal learning, where time is perceived as a memory of the past or vision of the future itself influences customer perceptions of their assessment of the likelihood of success of his or her complaint. Customer temporal orientation, or the extent to which he or she is fully focused on either the past or the future perpetually fluctuates.

The widespread use of SM via mobile phone as a nascent method to complain today, renders CCB contemporary. Complaining via SM heightens and facilitates the temporal components of CCCB, shown as a threshold in the theoretical framework, through which CPT influence CCCB. The handheld mobile device used by many customers becomes a temporal pocket held problem solver which many customers perceive can reduce temporal consumption, and thereby temporal pressure, in CCB. Ready access to SM via mobile is also perceived by customers to enable speedy complaint making, such that there is less waiting; to complain, for responses and laboured awareness of the slow passage of time in the meantime. As a record keeper of experiences, the mobile phone and SM can be used by customers to capture and

document their complaint experiences in the moment, whenever that occurs in a twenty-four-hour period, as well as assisting in the avoidance of potential discomfort complaining in person. SM via a handheld device also enables customers to transition rapidly between accurate recall of the past and plans for the future, influencing their assessment of their likelihood of success in complaining.

Beyond the context of complaining, the empirical framework also presents the further influence of CPT in the context of luxury London five-star hotels and the consumption of exceptional experiential experiences (both in the context of complaining and not). The temporal pressure to use time wisely extends to, and is amplified, in the luxury London five-star hotel. Customer expectations of perfection and lavish generosity in luxury London five-star hotels apply to the consumption and utilisation of time as a valuable resource, including when complaining. Similarly, temporal speed, and what is considered appropriate speed is evaluated by customers in the context of luxury London five-star hotels and when complaining. The experience of making a complaint in person in a luxury London five-star hotel increases the likelihood of some customers using SM via mobile device, in order to minimise feelings of discomfort because of the often perceived as, intimidating surroundings. Finally, as increasing numbers of customers consume exceptional experiences of luxury, the volume of experiences upon which they have to reflect also increases, and thereby their subsequent perceptions of the likelihood of the success of their complaints.

The empirical framework provides a significant contribution to knowledge by demonstrating CPT identified in this research, its criticality in the context of CCCB using SM and beyond, the application of CPT in CCCB following disappointing experiences in exceptional experiences in luxury London five-star hotels.

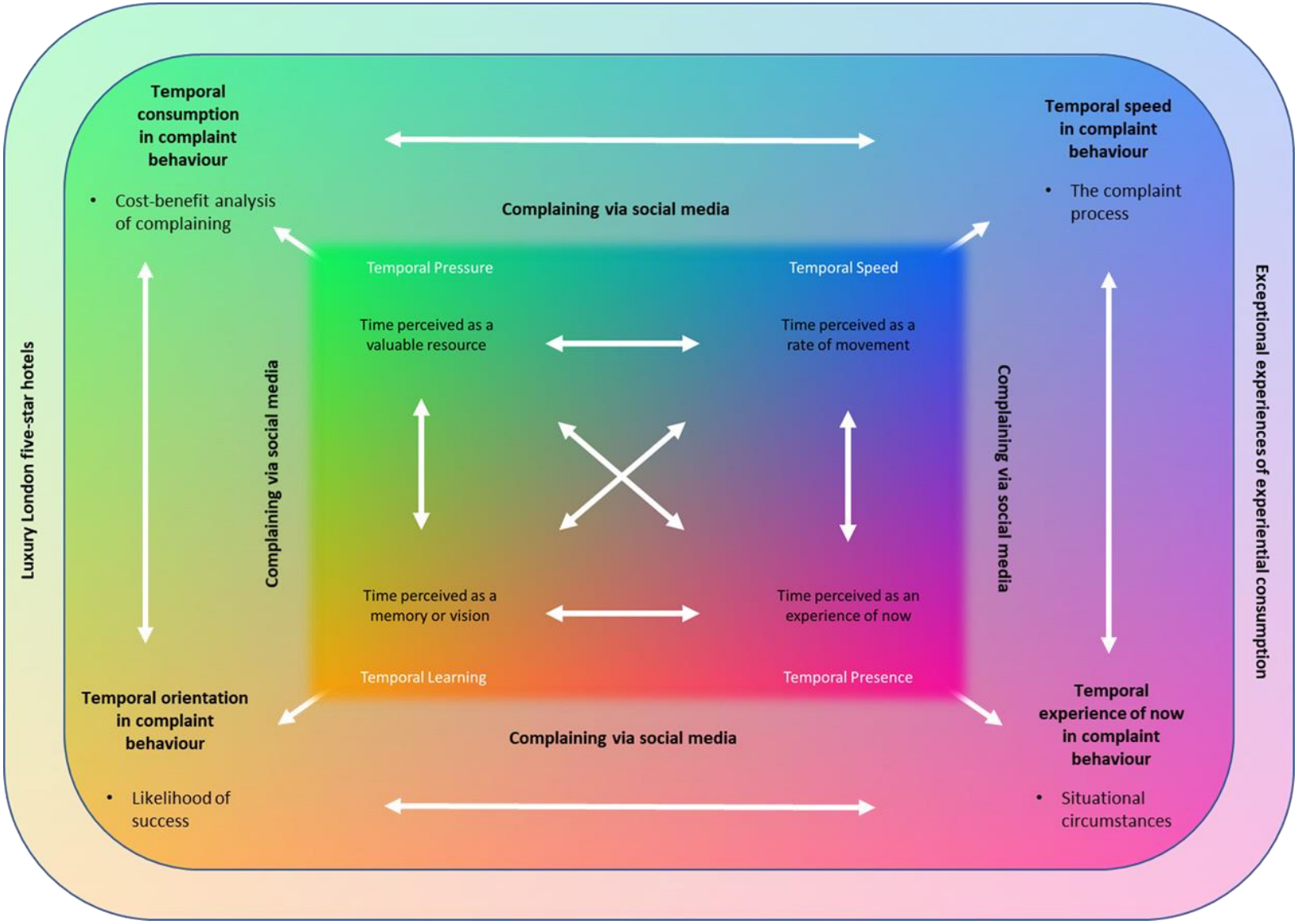

Figure 82 Empirical framework: Customer perceptions of temporality in contemporary customer complaint behaviour following disappointing exceptional experiences in luxury London five-star hotels

Chapter summary

This chapter has provided discussion of the findings in relation to the preceding literature. Four CPT have been revealed; time perceived as a valuable resource, time perceived as a rate of movement, time perceived as an experience of now and time perceived as a memory or vision. Further, CPT have also been discussed in the context of CCCB. In the context of CCCB, when time is perceived as a valuable resource, customers are concerned with the estimation of the temporal consumption required to complain, undergoing a cost-benefit analysis, prior to and during any temporal investment considered. When time is perceived as a rate of movement in CCCB, customers evaluate temporal speed (whether fast or slow) throughout the complaint process. When time is perceived as an experience of now in CCCB, customers' temporal presence in the moment determines their assessment of situational circumstances of both their disappointment and/or the complaint process. When time is perceived as a memory or vision in CCCB temporal learning is dominant; both from the past and for the future, revealing the iterative nature of CCCB. Discussion in this chapter further revealed that all four CPT apply to the context of exceptional experiences in luxury London five-star hotels. The empirical framework presented in Figure 82 on the previous page depicts the overall relationships between the findings and the criticality of CPT in CCCB.

6.0 Conclusion

6.1 Introduction

This chapter provides an overview of the research undertaken in this study. The first section provides a review of the extent to which the research question and objectives were achieved. The second section presents the theoretical contribution to academic knowledge, followed by the contribution to managerial practice in the luxury hospitality industry. Subsequently, recognition of the limitations of the study and suggestions for further research are outlined. Lastly, the researcher's personal reflections on the process of completing the doctoral journey are discussed.

6.2 Research question and research objectives

6.2.1 Research question:

The purpose of this exploratory, inductive, phenomenological research was to develop knowledge of CPT in the context of CCCB using SM following exceptional experiences in luxury London five-star hotels. The overall research question,

"What is the role of temporality in contemporary customer complaint behaviour using social media in the context of luxury hotels?"

has been answered via the achievement of research objectives outlined and explained in the following sections.

6.2.2 Achievement of research objectives:

1. *To critically review and analyse the following concepts: temporality, contemporary customer complaint behaviour; the use of social media as a method of complaining; luxury experiential consumption and the luxury hospitality industry.*

An extensive review of literature was undertaken in chapter two. Core themes of CCB and SM use to complain were further expanded with the addition of the contextual

themes of luxury and experiential consumption; both emerging areas of literature. Additional emerging literature regarding the accelerated society suggested synergy between the themes of customers' changing attitudes to temporality and increasing SM use as a method to complain, thereby shaping the central research gap.

2. *To develop a conceptual framework arising from the literature review in order to further understand customer perceptions of temporality in contemporary customer complaint behaviour using social media, following disappointing exceptional experiences in luxury London five-star hotels.*

The four conceptual themes of the research were: CCB, temporality, SM use and consumption. Within each of these, three sub-themes were identified as relevant to addressing the central research gap. Sub-themes of literature regarding CCB with particular relevance to temporality, were: customer motivation to complain, customer propensity to complain and the situational circumstances within which the customer's decision to complain arose. Sub-themes within temporality were: pace, pressure and presence. The salient themes in the field of SM use were: customer preference for a particular SM platform, customer adoption of mobile devices and customer motivation to use SM platforms. Finally, within the literature stream of consumption, experiential, exceptional and luxury consumption were all appropriate in the context of complaints using SM in luxury London hotels. The conceptual framework emerged from the extensive literature review and provided the foundations from which the primary research framework was created (see page 59).

3. *To conduct primary research in order to explore the feasibility of the present study in determining whether customers of exceptional luxury experiences use social media to complain and to develop knowledge of customer perceptions of temporality in this context.*

In order to achieve this research objective, data gathering was completed in two stages. During stage one, the researcher took part in an established luxury OF, on the SM platform, Twitter, on two occasions. Five pre-determined questions approved by the forum organiser regarding CCB using SM, were asked. On each occasion, approximately twenty customers who had used SM to complain in the context of luxury, took part. During stage two, extensive SM scraping of SM platforms (Twitter,

Facebook, Instagram and TripAdvisor) was undertaken. Complaints were gathered from each site via the official pages of a convenience sample of luxury London five-star hotels. Data gathered from both stages one and two were confirmatory in determining that customers of luxury hotels do indeed use SM as a method to complain in real-time. Customers themselves confirmed during stage one that they use SM to complain in the context of luxury hotels in real-time and data gathered in stage two provided evidence of such complaints made by customers in this context. Further, some insights of CPT were obtained from both stages one and two. In stage one customers answered questions regarding temporal aspects of their CCB, such as speed of response expectations. In stage two, secondary data, such as measurement of the length of time it took customers to respond to hotels' replies to their complaints compared to the length of time it took hotels to respond to customer complaints suggested new insight of CPT in CCB.

4. *To conduct further primary research in order to explore and analyse online contemporary customer complaint behaviour in a luxury hospitality context from the perspective of both customers who have complained using social media and senior hotel management*.

As a result of extensive analysis of the findings gathered in stages one and two, the researcher sought to explore in greater depth, CPT in the context of CCCB using SM following disappointing experiences in luxury London hotels. Via semi-structured interviews with customers (stage three) who had complained about disappointing experiences in luxury London hotels via SM and senior hotel managers (stage four) of such luxury London hotels, the researcher gathered considerable volumes of rich data. Stages three and four adopted Interpretative Phenomenological Analysis to research as recommended by Smith et al. (2012). In order to develop understanding of CPT in CCB, both customer and hotelier perspectives of CCB were explored. Data analysis was undertaken both manually following recommendations of researchers adopting IPA (Chapman and Smith, 2002; Dalvi and Mekoth, 2017; Smith et al., 2012) and using NVivo 12 automatic computer software.

5. *To make a theoretical contribution to academic knowledge in the field of contemporary customer complaint behaviour using social media through the creation of a framework of temporality in this context.*

Following analysis of the findings of this study the researcher created an empirical framework of CPT in CCB. Within the context of CCB, the framework of CPT can be applied to CCCB generally, and specifically to complaints in the fields of luxury, experiential consumption and luxury hospitality. The empirical framework, found on page 298, is supported by, evidence within the discussion chapter five. Details of the contributions to knowledge of this research are explored in more detail later in this chapter.

6. *To provide recommendations for best practice in the management of complaints made by customers using social media, including in the context of experiential consumption in luxury hotels.*

As a result of knowledge gained during this research, the researcher has made recommendations for luxury hotels regarding best practice in the management of complaints made by customers using SM to complain. Details of the recommendations can be found in this chapter, on page 314. Broadly, there is a significant gap between temporal awareness of customers and managers. This gap may contribute to misunderstanding between luxury hotels and their unhappy customers, thereby inadvertently worsening, rather than improving, complaint management.

6.3 Theoretical contribution to knowledge

The present study makes a substantial contribution to knowledge. Four distinct, inter-related, fluid and critical CPT in CCCB using SM have been identified. Firstly, temporality as perceived as a valuable resource is a perception that time is a valued commodity to be utilised wisely in the accelerated society. Secondly, temporality as perceived as a rate of movement is a perception of time from one point in time to another, such that speed of movement and interruption are the primary foci. Thirdly, temporality as perceived as an experience of now is a perception that time is consciously observed in the present. Fourthly, temporality as perceived as a memory or vision is a perception of time as a past experience or as a vision for what might occur in the future. The contribution to knowledge of each CPT in CCCB is subsequently outlined. The sequence of discussion of CPT, revealed in this study, has remained consistent throughout this thesis in order to aid explanation and logical progression to the reader (shown in Figure 83 overleaf). The links between the four

CPT identified in this research combine to provide holistic insight of CPT in CCCB. CPT have a central role in CCCB because they permeate all aspects of CCCB and reveal much of the lived experience of customers complaining, and why they perceive SM, sometimes inaccurately, to provide temporal advantages over alternative complaint methods.

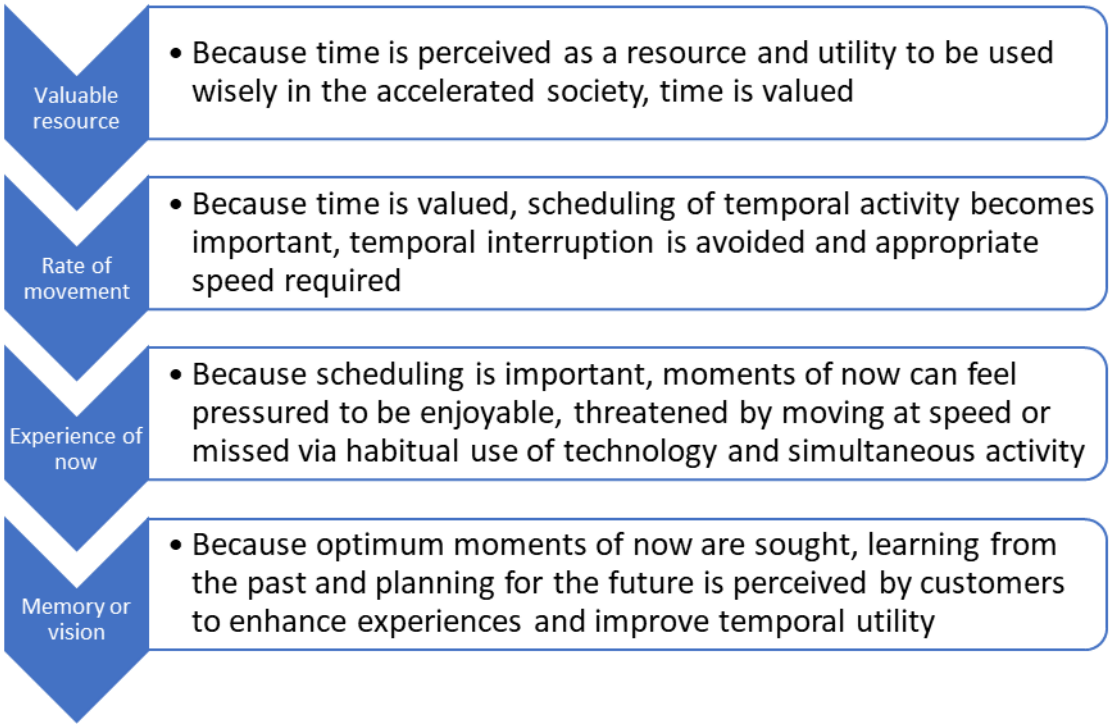

Figure 83 Explanation of sequence of discussion of CPT

6.3.1 Customer perception of temporality as a valuable resource

This study has extended knowledge of temporal pressure (Baron, 2010; Rosa, 2017) arising from perceptions of time as a valuable resource (Kristensen, 2018; Sharma, 2017; Zauberman and Lynch, 2005) to the domain of CCCB. Developing existing knowledge that customers undertake a cost-benefit analysis when deciding whether or not to complain (Andreassen and Streukens, 2013; Bolkan, 2018; Chelminski and Coulter, 2011; Fan and Niu, 2016; Harris and Russell-Bennett, 2015; Hogreve et al., 2017; Kowalski, 1996; Mei et al., 2019) to include a specific temporal cost-benefit when complaining, expands academic insight of CCCB. The present study has revealed that in order to complain, all customers perceive a temporal benefit, acting as temporal motivation, to complain, despite the perceived temporal cost and

investment required. In an accelerated society, time is continually threatened (Wajcman, 2014) and viewed as a valuable resource (Dodd and Wajcman, 2017; Foster, 2017). However, this research has revealed that despite temporal pressure, at times, customers believe complaining is both necessary and beneficial, thereby demonstrating its importance to often busy customers. This study has discovered that most customers make attempts to estimate the temporal investment required to complain, prior to, and continually, throughout the complaint process. SM, via mobile device, with its extensive utilisation in the accelerated society (Wittmann, 2017) is viewed by customers as a means to reduce temporal investment (Erickson and Mazmanian, 2017; Schroeder, 2018) in complaining (Abney et al., 2017). However, a further contribution of this study is the knowledge that complaining via SM often cultivates the opposite intended temporal outcome, and it is actually more time-consuming to adopt SM for complaining than adopting other complaint methods.

6.3.2 Customer perception of temporality as a rate of movement

Discovery of CPT as a rate of movement contributes to knowledge of CCCB by revealing that when perceiving time from one period in time to another, customers have heightened awareness of movement between such periods of time. This research has extended the work of Sharma (2017) regarding speed, momentum and temporal interruption, to the context of complaining. Complaints are perceived by customers as temporal interrupters to the everyday lived speed of customers (Husemann and Eckhardt, 2019); slowing down progression between planned activities. Despite perceiving such temporal interruption, customers nevertheless decide to complain, revealing customer motivation to complain as a strong force. Another valuable insight of CCCB from this study concerns customer evaluation of what constitutes appropriate speed throughout the process of complaining. Customer temporal expectations for speed when complaining, are integral to understanding what it means to live as a contemporary customer in the accelerated society (Wajcman, 2019) and where expectations are not met, contribute to temporal disappointment. This study has uncovered that customers also perceive waiting for resolutions as frustrating, as waiting in other contexts (Maister, 1984: Pàmies et al., 2016). Being required to repeat complaints is perceived by most customers as duplication of temporal investment and therefore wasted time.

Critically therefore, this study has determined that control of the rate of movement, such as when temporal interruptions occur, is sought by complaining customers in an accelerated society. Perhaps surprisingly, customers participating in this study were more concerned with determining when temporal interruptions would take place, than how much temporal investment was required. Being able to carry out other activities while waiting for a complaint response, or to decide the precise moment to complain, was a greater priority for all customers than reducing the overall temporal investment of complaining. Accordingly, the temporal attraction of SM as a method for customers to complain is explained in this important finding and is a noteworthy contribution to knowledge of CCCB. The habitual use (Bright et al., 2015; Panova and Carbonell, 2018) and increasing integration of mobile devices in customers' everyday lives (Hodkinson, 2019) spills over into the realm of CCCB and is perceived by many customers as a readily available temporal solution. Accessed quickly (Abney et al., 2017) and facilitating participation in other tasks while simultaneously making complaints (Wittmann, 2017), SM as a method to complain, allows customers to manage the process of complaining with seemingly minimal interruption to planned activities, therefore appearing advantageous in the accelerated society. The discovery of wide-ranging time lapses between customers, from experiencing disappointment to making a complaint, contributes to knowledge of individual customer complaint temporal profiles and suggests competing priorities continually operate in the context of CCCB.

6.3.3 Customer perception of temporality as an experience of now

When perceived as an experience of now, CPT centre on the temporal experience of presence in the current moment in CCCB. Existing research identifies that wanting to improve the disappointing experience of now is one of the primary motivations for customers to complain (Abney et al., 2017; Balaji et al., 2015; Hogreve et al., 2017). Customers react to disappointment in the moment (Chelminski and Coulter, 2011; Crijns et al., 2017). However, this research has further established that there are multiple moments of now perceived by customers throughout the experience of complaining. Unearthing knowledge of customer perceptions of time as an experience of now expands understanding of the lived experience of customers making complaints and participating in all elements of the complaint process. In revealing a temporal tipping point, or point of no return from which complaining is deemed necessary by the customer, of competing and fluctuating temporal priorities

and of a temporal window within which complaints are made by customers, knowledge of customer motivation to complain is expanded.

As with the other CPT, when perceived as an experience of now, SM appears to deliver a number of temporal advantages to complaining customers. Complaining via SM provides the customer with access to the luxury hotel 24/7, thereby extending customer temporal control of when the moment of now to complain, can occur. Consequently, customer expectations for what constitutes realistic response times of customer complaints made on SM are impacted. Resultant disappointments may arise where evolving, faster temporal expectations, evident elsewhere in the accelerated society, are not met in the luxury hotel. Similarly, for those customers who dislike confrontation, SM provides an appealing means for avoiding public conflict, even facilitating anonymity. Extending the work of Nardini et al. (2019), the present study also discovered an emerging CCB in the capture of experiences via mobile devices and SM use. In using SM to complain, customer records of complaint experiences are increasingly detailed and can be recalled more quickly than via traditional methods. Similarly, modern technology facilitates easier comparison by customers of complaint responses from other organisations, thereby increasing customer expectations for complaint responses.

However, the advantages of SM use to complain, perceived by customers, also have temporal disadvantages, such as creating more opportunities for distraction (Quinton and Reynolds, 2018), resulting in fewer experiences of now being perceived. Literature acknowledges that enjoyment of experiences and reaction times to disappointment may be impacted in the accelerated society (Thogersen et al., 2009). Significantly, however, this study contributes to knowledge of temporality in the discovery that in adopting SM to complain, the perceived temporal advantages of using SM to complain are conversely creating more work for customers and requiring greater temporal investment. The capacity to be able to complain at any time of day or night, to expect speedier responses to complaints and to react quickly to these, to capture complaint experiences via mobile devices, all consume additional units of time. This research therefore finds that Wajcman's (2014) time-pressure paradox extends to the context of CCCB and is therefore a significant contribution to knowledge.

6.3.4 Customer perceptions of time as a memory or vision

The fourth CPT of time as a memory or vision contributes to knowledge of ways in which customers perceive both the past and the future to varying degrees and sometimes simultaneously in the experience of complaining. Existing literature finds that customers estimate their likelihood of complaint success (Huppertz, 2014; Velazquez et al., 2010), that customers form expectations based on the past (Abney et al., 2017: Gunarathne et al., 2017) and that customers undertake learning from previous experiences (Munichor et al., 2006), even for temporal benefits (Ashby and Gonzalez, 2017). However, the application of such CB in the context of complaining is limited. Customers' past experiences have the potential to apply throughout CCB, such as; customers' motivation, and choice of method, to complain in the present. Discovering that customers learn from and metaphorically collect previous complaint experiences in order to be potentially temporally beneficial in future, should the need arise, is significant new information regarding CCCB. Existing knowledge of relationship marketing is extended because the present study confirms the importance of the past in CCCB in the present. Such merging of customer perceptions of temporal states past, present and future contributes in several ways to knowledge of CCCB. Customer complaint temporal expectations for the future, the role of the past in the formation of these (what customers expect to happen when and how long activities are likely to take) is a valuable addition to knowledge of CCCB. Additionally, this study also found that in using SM many customers have concerns regarding their digital footprint (Chen et al., 2019), which extend to the context of complaining and subsequently impair their willingness to complain via SM.

6.3.5 The links between customer perceptions of temporality

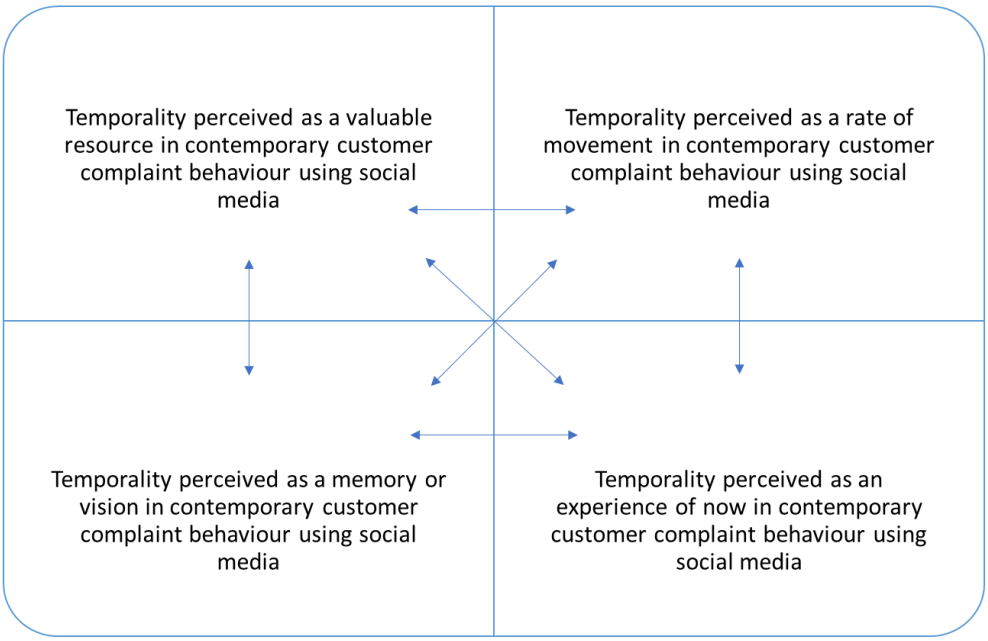

Figure 84 Links between CPT

The present study has determined that there are many links between CPT in CCCB, providing a further contribution to knowledge of CCCB (shown in Figure 84 above). The links between CPT are important because they provide a holistic understanding of CPT and the ways in which they influence CCCB. Dominance of one, or more, CPT, fluctuates and impacts upon the other three CPT. The extent to which a customer perceives any of the CPT will influence his or her attitude to complaining, choice of CCB and complaint expectations.

Time experienced as a valuable resource, for example, places pressure to use time wisely in CCCB. Complaint decisions will consider: how much time might be required to complain, how much time an interruption will consume, how long will be spent waiting for a response or resolution, how long the discomfort of complaining in the present moment will last and recall how long past complaint experiences have taken. Time experienced as a rate of movement, leads to increased awareness of the passage of time in complaining. Therefore, temporal priorities for customers will become more concerned with estimation of delay and planning of complaints. Customers will experience anxiety regarding the loss of time perceived to be passing, the feeling of wasted time in the moment and worry how their future plans might be

impacted due to delay. When experienced as a moment of now, the dominant concern of complaining customers is to maximise pleasant feelings and minimise discomfort. Consequently, customers will seek to feel better in the moment. For some customers, this will result in venting immediately, for others, avoidance or delay of complaint making. Other CPT are impacted because to complain now, consumes time in the present whereas to complain later requires scheduling of temporal consumption at a later date. Finally, to perceive time as a memory or vision will impact other CPT. Previous experience and expectations for how time can be utilised, the passage of time and the experience of now have the potential to impact CCCB.

6.3.6 Contribution to knowledge of customer perceptions of temporality in contemporary customer complaint behaviour in the context of exceptional luxury consumption

In the context of exceptional luxury consumption this research has made a number of contributions to knowledge regarding CPT in CCCB. Much of the expectation of luxury experience is associated with perfection (Bhattacharjee and Mogilner, 2014) and this research identifies that high customer expectations apply when complaining and to all CPT in this context. This study contributes to knowledge by revealing that most customers expect luxury hotels responding to complaints to; appreciate the value of customers' time, to adopt an appropriate rate of temporal movement, to enhance the experience of now and to improve upon past experience and assist future hopes of further luxury experiences.

When perceived as a valuable resource, temporal pressure to utilise time wisely when complaining, extends to the luxury London hotel. Customer awareness of time as a valuable resource leads some customers to use temporal currency to assess the luxury hotel. Examples customers gave of disliking cut and paste responses to complaints, of being impressed with hotel flexibility of temporal rules and hotels appearing to be generous with time were revealed. When perceived as a rate of movement, this research contributes to knowledge by extending the work of Sharma (2017) regarding temporal inequality, in the discovery that control of temporal speed is important to customers of luxury London hotels. Temporal power (Bauman, 2010) continually fluctuates between the hotel and the complaining customer during a hotel visit. Accordingly, a conflict arises between customer expectations of perfection

(Lemieux et al., 2012) and flexibility in luxury extending to CPT and the necessity to adhere to schedules in luxury five-star hotels.

In the context of exceptional consumption in luxury London hotels determining that, when perceived as a moment of now, the experience of complaining in a luxury context constitutes a heightened feeling of discomfort for some customers, extends existing knowledge of some customers' dislike of confrontation in complaining (Abney et al., 2017; Harris and Russell-Bennett, 2015). Increasing democratisation of luxury (Kapferer and Bastien, 2013) and greater consumption of exceptional experiences (Gilovich et al., 2015) enhances the likelihood of more customers of luxury London hotels experiencing possible feelings of inadequacy when complaining in a luxury context. Knowledge that customers' perceptions of the experience of now is an integral component of CCCB contributes to improvement the management of such complaints. Existing literature acknowledges the growth of luxury consumption and exceptional experiences, for reasons such as the increasing democratisation of luxury (Roper et al., 2013). The contribution of the present study in understanding CPT when perceived as a memory or vision recognises customers' past experiences play a role in their CCB in the present and their complaint expectations for the future, extend to the context of luxury London hotels. Experiencing a greater volume of exceptional experiences (Carter and Gilovich, 2010; Kapferer and Bastien, 2013), evidenced in both the literature review and the findings chapters, provides customers a greater body of past experiences upon which to reflect and therefore increase their body of temporal learning on which to draw for future complaint experiences.

6.4 Limitations of the study

One of the limitations of this research is the difficulty for participants in the conceptualisation of temporality itself. The articulation, understanding and meaning making of time is challenging (Rovelli, 2018) and personal experience thereof can be difficult to understand oneself, before trying to explain to others, such as in an interview. Similarly, understanding and explaining perceptions is complex (Cotte and Ratneshwar, 2003; Cunliffe, 2011). Accordingly, the adoption of interpretative analysis provides a useful mechanism through which to explore phenomena, such as temporality, from the perspective of the participant, allowing him or her to determine points of salience in the discussion. Indeed, interpretative phenomenological analysis

offers rich insight of the personal and lived experience of participants (Smith et al., 2012) although there are some recognised constraints with this approach.

Bias of the researcher is inevitable in any interpretative study (Brocki and Wearden, 2006; Turner et al., 2002) but particularly so where the double hermeneutic of the participant's interpretation, as in IPA, of his or her own experience forms part of the data itself by the shaping of that interpretation (Chapman and Smith, 2002; Gill, 2015; Cunliffe, 2011). Prior to data collection the researcher was confident of remaining impartial during interviews with participants, having experience as both a hotel manager responding to customer complaints and as a complaining customer herself. However, frequently during the interviews, the researcher's background in service delivery led to a natural tendency to experience empathy and therefore an awareness of being persuaded of the participant's perspective, whether hotelier or customer.

Interviews themselves also have limitations (Brocki and Wearden, 2006; Diffley and McCole, 2018) and particularly where these take place over Skype (Branthwaite and Patterson, 2011; Farooq and De Villiers, 2017). The researcher had a limited time to create rapport and trust with participants as well as the technological barrier of not being present in the same location as the participants. In discussing complaints some participants may have exaggerated or been over-persuasive of the negative aspects of their experience in order to elicit sympathy, empathy and to justify their CCB. This research confirmed that many customers perceive complaining negatively and therefore are eager to explain why in their case, the action taken by them was understandable. The accurate recall of the past and negative experiences owing may also be questionable. Additionally, hoteliers interviewed were often more eager to convey how few complaints they received, rather than appreciate the research was concerned with understanding CCB than judging the hotel.

Phenomenological research does not seek to extrapolate to a wider population, providing richness and depth rather than breadth. However, the cohort of customer participants, both in the OF and in the interviews, were proficient SM users. As such, the sample may not necessarily be representative of customers who have used SM to complain. The age range of participants was also notable, with only two aged over 60 and of these, only one retired, which may not be representative of the typical demographic of luxury five-star London hotel customers. It might also be, that those who agreed to participate were particularly disappointed and therefore not

representative of other complaining customers. Contextually, the study of complaints in luxury London hotels may restrict the extent to which the temporality framework can be applied in other contexts.

6.5 Suggestions for further research

Several areas for further research and investigation were revealed via this study.

1. The theoretical focus of this research was temporality in CCCB but knowledge of CPT can be extended to a range of contexts and applied to a wide range of fields within CB. Examples might include investigation of both customer and employee perceptions of temporal pressure and/or fluctuating temporal power in different consumption experiences. Further study of cross-cultural perceptions of temporality and of demographic differences, such as gender or age of customers could explore how such characteristics influence and are influenced by CPT.

2. Further studies of temporality could extend to longitudinal studies of temporal windows. The present study identified that most customers prefer interruption later rather than now, believing they are more likely to have more available time in future but it is not known why they are optimistic in this regard. In the context of CCCB, varying lead times from disappointments experienced to complaints being vocalised and reasons for these could be researched. Further study could, for example, determine reasons why some customers complain instantly but others wait up to one year to do so. Similarly, a further research gap identified through this research is that of customer abandonment of a complaint while in progress and/or process. Customers' temporal priorities have been discussed (see page 276) and these contribute to customer decision making regarding whether or not to complain. Further research, however, might identify other reasons for customers to abandon complaints, prior to response and/or resolution as well as discovering to what extent this practice is widespread.

3. Although investigating the initial cause of complaint was beyond the scope of this research it is significant that the potential for temporal disappointments to permeate the customer complaint journey (from the initial decision of whether

or not to complain until final resolution or abandonment of the complaint). Discovering greater knowledge of temporal disappointment is an area for potential future research in order that avoidance and management of customer complaints might be improved.

4. Regarding SM use to complain, further study could research the consequences of CCCB, such as customer feelings of regret when complaining, perhaps incorporating new investigation of customer concern for digital footprints and the speed with which complaints can be made, in a wide range of contexts.

6.6 Contribution to practice

In response to the new knowledge that CPT are integral to all aspects of CCCB four recommendations to practitioners are suggested by the researcher to luxury hoteliers. Further, although the central focus of recommendations of this study is to luxury hoteliers, suggestions for good practice could also be extended to others within the luxury service sector, such as luxury airlines and luxury tour operators, for example. Nearly all customer participants of this research had complained via an alternative method, prior to using SM for the example about which they were interviewed. SM therefore, is not necessarily the preferred method of complaining adopted by customers in luxury five-star hotels. The use of SM as the second-choice complaint option, demonstrates a perception among customers that existing complaint management practices in luxury London hotels are not yielding customers' desired outcomes. Therefore, a number of recommendations to the improvement of complaint management in luxury London hotels are suggested by the researcher:

1. Explicit and overt acknowledgement of customers' valuable time by luxury hotels is suggested as a means to delight customers living in the accelerated society. Openly appreciating that most customers regard complaints as unpleasant interruptions to their plans could help hoteliers to be more sympathetic, regardless of the perceived triviality of customer disappointment. Luxury hotels seek to provide personalisation of service; and this service could be extended to include temporal personalisation and an appreciation of the temporal rhythm or speed preference of individual customers. Customers

might like to be told an exact time something will be delivered to the bedroom, so that plans are not interrupted, for example. Asking dining customers if they are in a rush to visit the theatre or celebrating a special anniversary for the whole evening would create a totally different temporal experience and identifying this would minimise temporal disappointment. Surprising customers with heightened temporal empathy could provide an attractive advantage to customers struggling with the temporal demands of the accelerated society.

2. The role of the past as a memory in contributing to customer expectations of complaints, provides a challenge for hoteliers to manage. Despite this study revealing that SM was not the first choice of complaint method for all customer participants, nevertheless, all customers perceived temporal advantages in adopting SM to complain. SM is perceived by all customers to provide different temporal solutions when complaining, such as avoiding conflict and facilitating the capacity to continue with other activities while waiting for a response to a complaint. Further, if complaining via SM becomes increasingly adopted by customers, customers will have more experiences of the past on which to reflect and on which to base their future CCB. While hoteliers would understandably not wish to suggest to customers arriving at the hotel that they might need to complain, efforts could be made to gently guide customers away from believing SM in the public domain will be the best option, encouraging them to adopt other methods of communication. Many of the perceived temporal advantages of complaining via SM could be provided via internal mobile communication between the hotel and customer. For example, hotels could offer to connect with customers checking in via WhatsApp or other mobile applications in order to convey constant, instant availability and also fulfil a habitual customer need for some customers to use his or her mobile device while in the luxury hotel. The potential discomfort of face to face confrontation would be avoided and the capacity to continue with other activities while waiting for a response would be facilitated.

3. Extending the availability of SM complaint management systems to include evenings and weekends, when many of the disappointments about which customers want to complain in luxury London hotels occur, would improve the management of customer complaints in hotels. Customers adopting SM to

complain are usually experienced users of SM, doing so frequently and habitually, with a high level of integration in their everyday lives and at any time of the day or night. Consequently, customers' experience of adopting SM and their expectations for temporally appropriate responses formed outside of the luxury hotel environment extend to the luxury hotel when in situ. Given that the hotel is operating twenty-four hours a day, customer expectation is often that SM responses should also operate twenty-four hours a day.

4. It is recommended that hoteliers facilitate faster speed of response to customer complaints. Customer preferences for speed vary by context and by individual, such that faster is not always desirable. However, one of the reasons customers cited for adopting SM was an expectation, arising from past experience, that receiving a response to a complaint would probably involve interruption to plans and waiting. In complaining via mobile device, customers perceive they increase their own temporal control to minimise interruption because other activities can be performed while such waiting occurs. Where hoteliers can educate customers that their responses to complaints will be swift, the desire for customers to adopt SM will be minimised. Further, hoteliers could re-evaluate the short-term monetary benefits they perceive from investigating all customer complaints, causing temporal delay, versus the potential increase in revenue from delighting customers in temporally efficient complaint responses and resolution. The net value to hoteliers in cultivating passionate advocates of their service with impressive complaint handling and increased empathy for CPT will be beneficial.

6.7 Personal reflection

There is a time for everything, and a season for every activity under heaven…
A time to plant and a time to uproot…
A time to tear down and a time to build
A time to weep and a time to laugh
A time to mourn and a time to dance
A time to scatter stones and a time to gather them…
A time to search and a time to give up
A time to keep and a time to throw away
A time to be silent and a time to speak.

Ecclesiastes, 3, v1-7, NIV

When my husband and I chose this passage for our wedding in 2001 neither of us had any conception of its later applicability to our married life. My PhD experience has comprised many perceptions and interpretations of time; academically and personally. Much of the description of time provided in Ecclesiastes accurately documents my own experience, providing parallels with the doctoral journey I undertook. My research has included the planting and uprooting of feasible and unworkable ideas respectively. There have been many times I have felt my pride torn down and I have had to learn how to use this experience positively. Other times, my motivation was built up with encouragement, creating the enthusiasm to carry on. I have cried with frustration, never quite in front of my supervisors but at times it was dangerously close, and laughed with joy, such as when I realised my temporality framework was workable. I have mourned the loss of a job I loved so that I could concentrate on my PhD and danced at family celebrations trying to forget about my research for just a minute, guilt-free, not easy when your preferred place of relaxation is the context for your research. I have scattered stones in the professional and academic connections I have made and gathered up the rewards of kind participants who agreed to take part. I have searched for articles endlessly and found it hard to know when to give up. There has been a time to keep what I have written and many, many times to throw away. There is a time to be silent; I have learned to listen, properly, such as in interviews, so that I don't fear the silence but wait for it to help

provide further insight. Finally, there is a time to speak; through my thesis and viva exam, which I look forward to with excited trepidation.

In the six years spent on my PhD, the clock has continued to run its course unceasingly. Above all else, I have discovered that time transcends the experience of living and what it means to be human. I began wanting to improve the lives of customers who have been dissatisfied with disappointing experiences in luxury hotels but I have finished, discovering what exceptional luxury experiences really are to me; time spent with loved ones. My PhD has given me much more than I could have comprehended or expected at the beginning but its greatest gift was all the impromptu, irreplaceable time with my husband, children, mother and friends; simply by being at home researching, what felt like, all the time.

There is a time for everything, but time, in the end, is everything.

7.0 References

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8.0 Appendices

Appendix 1: Stage three customer invitation letter

OXFORD BROOKES UNIVERSITY

SARAH EVANS-HOWE APPENDIX SIX: STAGE THREE: CUSTOMERS WHO HAVE COMPLAINED

<Type recipient's address here>
<address 1>
<address 2>
<address 3>
<address 4>
<address 5>
<post code>

<type date here>

Invitation Letter (to customers who have complained using social media following luxury experiences in 5 red star UK hotels)

Dear <type recipient's name here>

You have been identified (via your public online profile) as someone who has experienced a disappointing luxury experience in a 5 red star London hotel and has written about this on social media via the website xxxx (e.g. Twitter/TripAdvisor/Instagram/Facebook).

Complaining online via social media is becoming increasingly popular. However, it is an area about which little is known. Therefore, I am conducting a research study in order to further understanding of customer complaint behaviour in real-time following disappointing experiences in 5 red star luxury London hotels. As a result, I am writing to you to ask if you would like to participate in this study by being interviewed about your experience in complaining using social media following. The aim of the study is to explore customers' use of social media as method for complaining in real-time following disappointing exceptional luxury experiences in UK hotels.

My name is Sarah Evans-Howe and I am a Doctoral Student in the Oxford School of Hospitality Management at Oxford Brookes University. In order to fulfil the requirements of the Degree of Doctor of Philosophy, I am conducting a research study entitled, "Complaining in real-time: the role of social media in customer complaint behaviour in luxury London hotels" and would like to invite you to participate. You should not feel obliged to take part in the research or to disclose any information. However, it would be extremely helpful if you felt you were able to participate.

If you do give your consent you will be asked to sign an Interview Consent Form. Taking part in the research study will comprise a one-to-one semi-structured interview with me, the researcher, which will be digitally audio recorded with your agreement. Audio recording the interview gives the researcher the opportunity to transcribe, analyse and reflect on the responses you give. Your interview will last approximately one hour, during which you will be asked a series of semi-structured questions. The interview will either take place at a mutually convenient location or via Skype at a mutually convenient time. All responses given by you will be de-identified (including organisation names and the names of individuals) and will be treated in strict confidence. Please note that taking part in the study will not lead to any recompense or apology from the hotel where you have experienced disappointment.

To reiterate, it would be extremely helpful to the research if you felt you were able to participate.

You will find full details of the research study in the attached Participant Information Sheet. Please read this carefully. If you would like to discuss its contents or would like further information before you reach a decision, please do not hesitate to contact me.

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If you are willing to take part in this research, please confirm via the following email at your earliest convenience: sarah.evans-howe-2013@brookes.ac.uk. I will then send a consent form for you to confirm your willingness to take part.

The research has been granted ethical approval by Oxford Brookes University (reference number: xxx)

Yours sincerely,

Sarah Evans-Howe
PhD Researcher

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Appendix 2: Stage three participant information sheet

OXFORD BROOKES UNIVERSITY

SARAH EVANS-HOWE APPENDIX SEVEN

Stage Three Participant Information Sheet: Participant A (customers who have complained using social media following luxury experience in 5 red star UK hotels)

Study Title
Complaining in real-time: the role of social media in customer complaint behaviour in luxury London hotels

Invitation
You are being invited to take part in a research study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.

What is the purpose of the study?
The purpose of the study is to explore customer complaint behaviour using social media in real-time following disappointing experiences in 5 red star luxury UK hotels. Social media is changing the way customers behave, including how and why they complain. Customers are also increasingly keen to have unique luxury experiences and to share these with friends and acquaintances online. This study aims to develop understanding of customer behaviour using social media in real-time. The data will be gathered over a one-year period from January to December 2017.

Why have I been invited to participate?
You have been asked to take part in the study because you were purposively selected by the researcher as an individual who has used social media to complain following a disappointing experience in a 5 red star luxury London hotel. The research aims to interview approximately 8-12 people who have complained using social media.

Do I have to take part?
It is up to you to decide whether or not to take part. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a consent form. If you decide to take part, you are still free to withdraw at any time and without giving a reason. Any unprocessed data will be deleted from the study.

What will happen to me if I take part?
Your participation in the research will require you to take part in a one-to-one interview with the researcher via Skype or face-to-face. You will be asked a series of semi-structured questions, primarily regarding your experience of complaining about/directly to a luxury hotel via social media. Your interview will last approximately one hour and will be audio-recorded with your permission. The interviews will be conducted at a mutually convenient time and there will be no costs to you personally.

What are the possible benefits of taking part?
The benefit in taking part will be to contribute to what is currently known about customer complaint behaviour in a luxury context and customer complaint behaviour using social media. Please note that taking part in the study will not lead to any recompense or apology from the hotel where you have experienced disappointment.

Will what I say in this study be kept confidential?
All information collected will be kept strictly confidential (subject to legal limitations) and confidentiality and privacy will be ensured in the collection, storage and publication of research material at all times. All data gathered will be de-identified (including the names of all organisations, such as luxury hotels). Research data will be kept securely at all times. Data generated by the study will be retained in accordance with the University's policy on Academic Integrity. Data generated in the course of the research will be kept securely in paper or electronic form for a period of ten years after the completion of a research project.

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What should I do if I want to take part?
If you wish to opt in to the research, please sign the Consent Form (attached) and return it via email to the address detailed on this letter. You will then be offered a selection of convenient dates for the interview to take place. Remember you can opt out of the research at any time, without giving a reason.

What will happen to the results of the research study?
On completion of the study, the results will be incorporated into the PhD thesis. As a participant you will receive a summary report of the findings by email.

Who is organising and funding the research?
I am organising, conducting and funding the research as a Doctoral Student in the School of Hospitality at Oxford Brookes University. The research study will be conducted under the guidance and supervision of:

1. Dr Sarah Quinton (Director of Studies): The Business School, Oxford Brookes University, Wheatley Campus, Wheatley, Oxfordshire, OX33 1HX, Tel: 01865 485694, sequinton@brookes.ac.uk
2. Mr David Bowie, School of Hospitality Management, Oxford Brookes University, Gipsy Lane, Headington, Oxford, OX3 0BP, decbowie@brookes.ac.uk

Who has reviewed the study?
The research has been approved by the University Research Ethics Committee, Oxford Brookes University xxxxxx.

Contact for Further Information
If you require any further information about the study at any time, please contact me via email: sarah.evans-howe-2013@brookes.ac.uk or telephone: 07905 906709

If at any time you have any concerns about the way in which the study has been conducted, you should contact the Chair of the University Research Ethics Committee on ethics@brookes.ac.uk.

Thank you very much for taking the time to read this Information Sheet.

Yours sincerely,

Sarah Evans-Howe

Date TBC

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Appendix 3: Stage three consent form

OXFORD BROOKES UNIVERSITY

SARAH EVANS-HOWE APPENDIX EIGHT

STAGE 3: CONSENT FORM

(customers who have complained using social media following luxury experiences in 5 red star UK hotels)

Full title of Project:
Complaining in real-time: the role of social media in customer complaint behaviour in luxury London hotels

Name, position and contact address of Researcher:
Mrs Sarah Evans-Howe, PhD Researcher,
Oxford School of Hospitality, Oxford Brookes University, Gipsy Lane, Oxfordshire, OX3 0BP
sarah.evans-howe-2013@brookes.ac.uk

	Please initial box	
1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.	☐	
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.	☐	
3. I agree to take part in the above study.	☐	
	Please initial box	
	Yes	No
4. I agree to the interview being audio recorded	☐	☐
5. I agree to the use of de-identified quotes in publications	☐	☐
6. I agree that my data gathered in this study may be stored (after it has been de-identified) in a specialist data centre and may be used for future research.	☐	☐

Name of Participant	Date	Signature
Sarah Evans-Howe	Date	Signature

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Appendix 4: Email sent to senior hoteliers requesting participation in interviews for stage four

OXFORD BROOKES UNIVERSITY

Sarah Evans-Howe <13094894@brookes.ac.uk>

Can you please help one of our doctoral students
4 messages

Angela Maher <amaher@brookes.ac.uk> 8 June 2018 at 12:40
To:
Cc:

Dear
I hope this email finds you really well. I am also hoping you might be able to help one of our students who is studying for a PhD, Sarah Evans-Howe (copied here). Sarah is conducting an investigation of how luxury hotels in London experience/respond to customer complaints on social media. I know that social media is an important tool for , and something you are personally very interested in. Once completed, Sarah says this research will be extremely beneficial to luxury hotels in developing understanding of how customers' complaining behaviour has changed as a result of widespread and increasing use of social media and smartphone use.

Sarah is hoping to interview a total of 10 MDs/Senior Execs for her research and it would be fabulous if you are willing to participate. If so, Sarah can reach out to you directly to progress.

Thanks so much and have a lovely weekend.

Kind regards
Angela

Angela Maher
Acting Head of School
The Oxford School of Hospitality Management
Oxford Brookes Business School
CLC. 2.31, Oxford Brookes University, Headington Campus, Oxford, OX3 0BP
T: (+44) 01865 48 **3821**

Exec Office Assistant
Jenny Jolliffe
jennyjolliffe@brookes.ac.uk
T: (+44) 01865 48 **2956**

OFFICE HOURS FOR STUDENTS FROM 14 MAY 2018

If you require a meeting please email for an appointment.

Business: ***Hospitality:***

OXFORD BROOKES UNIVERSITY

Appendix 5: Stage four formal invitation letter

OXFORD BROOKES UNIVERSITY

SARAH EVANS-HOWE APPENDIX TEN: STAGE FOUR: HOTELS

<Type recipient's address here>
<address 1>
<address 2>
<address 3>
<address 4>
<address 5>
<post code>

<type date here>

Invitation Letter (luxury hotel OSHM contact)

Dear <type recipient's name here>

My name is Sarah Evans-Howe and I am a Doctoral Student in the Oxford School of Hospitality Management at Oxford Brookes University.

As you know, customers are increasingly using social media to make complaints or to comment on service experiences. This has huge implications for the 5 red star luxury hotel industry both in terms of responding to customer complaints and in reputation management.

In order to fulfil the requirements of the Degree of Doctor of Philosophy, I am conducting a research study entitled, "Complaining in real-time: the role of social media in customer complaint behaviour in luxury London hotels" and would like to invite you to participate.

The aim of the study is to explore customers' use of social media as method for complaining following disappointing exceptional luxury experiences in UK hotels. It is immediately acknowledged that exceptional luxury hotels (including your own) have very few complaints. However, once completed, this research will be extremely beneficial to luxury hotels in developing understanding of how customers' complaining behaviour has changed as a result of widespread and increasing use of social media.

You are being invited to participate or to recommend a colleague to participate in the research. This should be a senior individual who has experience and knowledge of customer complaint behaviour within your company.

Participation in the study will involve taking part in one interview with me, the researcher, of approximately one hour in duration. You should not feel obliged to take part in the research or to disclose any information. However, it would be extremely helpful if you felt you were able to participate. If you do give your consent you will be asked to sign an interview consent form. The interview stage of the research study will comprise a one-to-one semi-structured interview with the researcher, which will be digitally audio recorded with your agreement. Audio recording the interview gives the researcher the opportunity to transcribe, analyse and reflect on the responses you give. Your interview will last approximately forty-five minutes to one hour, during which you will be asked a series of semi-structured questions. The interview will either take place in a private office or room at the hotel in which you work or via Skype at a mutually convenient time. All responses given by all participants and all data (including organisation names, names of individuals and their precise role in the organisation) will be de-identified and will be treated in strict confidence.

You will find full details of the research study in the attached Participant Information Sheet. Please read this carefully. If you would like to discuss its contents or would like further information before you reach a decision, please do not hesitate to contact me via email or the telephone number on this letter.

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If you are willing to take part in this research, please confirm via the following email at your earliest convenience: sarah.evans-howe-2013@brookes.ac.uk. I will then send a consent form for you to confirm your willingness to take part.

The research has been granted ethical approval by Oxford Brookes University (reference number: xxx)

Yours sincerely,

Sarah Evans-Howe
PhD Researcher

OXFORD SCHOOL OF HOSPITALITY MANAGEMENT

Headington Campus Headington
Oxford OX3 0BP UK

M +44 (0) 7905 906709
sarah.evans-howe-2013@brookes.ac.uk

Appendix 6: Stage four participant information sheet

OXFORD BROOKES UNIVERSITY

SARAH EVANS-HOWE APPENDIX 11:

Stage 4: Participant Information Sheet: Participant A (luxury hotel manager)

Study Title
Complaining in real-time: the role of social media in customer complaint behaviour in luxury London hotels

Invitation
You are being invited to take part in a research study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.

What is the purpose of the study?
The purpose of the study is to explore customer complaint behaviour using social media in real-time following disappointing experiences in 5 red star luxury UK hotels. Social media is changing the way customers behave, including how and why they complain. Customers are also increasingly keen to have unique luxury experiences and to share these with friends and acquaintances online. This study aims to develop understanding of customer behaviour using social media in real-time. The data will be gathered over a one-year period from January to December 2017.

Why have I been invited to participate?
You have been asked to take part in the study because you were purposively selected by the researcher as an individual who has specific knowledge and expertise of customer complaint behaviour in 5 red star luxury London hotels. Only one member of staff per hotel will be interviewed and only approximately 10 in total for the study.

Do I have to take part?
It is up to you to decide whether or not to take part. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a consent form. If you decide to take part, you are still free to withdraw at any time and without giving a reason. Any unprocessed data will be deleted from the study.

What will happen to me if I take part?
Your participation in the research will require you to take part in a one-to-one interview with the researcher either in a private office or room at the luxury hotel in which you work or via Skype. You will be asked a series of semi-structured questions, primarily regarding your perception of customer complaint behaviour within your hotel. It is acknowledged that as a five red-star luxury hotel you will have minimal complaints. Your interview will last approximately one hour and will be audio-recorded with your permission. The interviews will be conducted at a mutually convenient time and there will be no costs to you personally.

What are the possible benefits of taking part?
If you agree to participate in this study, the researcher will be keen to share findings discovered from social media and directly from conversations with customers regarding this interesting and current topic. You will also be provided with a summary report detailing the findings of this research project.

Will what I say in this study be kept confidential?
All information collected will be kept strictly confidential (subject to legal limitations) and confidentiality, privacy and anonymity will be ensured in the collection, storage and publication of research material at all times. Research data must be kept securely at all times, especially when collected in the field before being transferred back to Oxford Brookes University. Laptops and other devices should be encrypted; password protection alone is not adequate. Data may be stored in Google Drive, for which the University has a security agreement. Data generated by the study must be retained in accordance with the University's policy on Academic Integrity. Data generated in the course of the research must be kept securely in paper or electronic form for a period of ten years after the completion of a research project.

What should I do if I want to take part?
If you wish to opt in to the research, please sign the Interview Consent form (attached) and return it to the address detailed on this letter. You will then be offered a convenient day and time to take part in the research. Remember you can opt out of the research at any time, without giving a reason.

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What will happen to the results of the research study?
On completion of the study, the results will be incorporated into the PhD thesis. As a participant you will receive a summary report of the findings.

Who is organising and funding the research?
I am organising, conducting and funding the research as a Doctoral Student in the School of Hospitality at Oxford Brookes University. The research study will be conducted under the guidance and supervision of:

1. Dr Sarah Quinton (Director of Studies): The Business School, Oxford Brookes University, Wheatley Campus, Wheatley, Oxfordshire, OX33 1HX, Tel: 01865 485694, sequinton@brookes.ac.uk
2. Mr David Bowie, School of Hospitality Management, Oxford Brookes University, Gipsy Lane, Headington, Oxford, OX3 0BP, decbowie@brookes.ac.uk

Who has reviewed the study?
The research has been approved by the University Research Ethics Committee, Oxford Brookes University xxxx.

Contact for Further Information
If you require any further information about the study at any time, please contact me via email: sarah.evans-howe-2013@brookes.ac.uk or telephone: 07905 906709

If at any time you have any concerns about the way in which the study has been conducted, you should contact the Chair of the University Research Ethics Committee on ethics@brookes.ac.uk.

Thank you very much for taking the time to read this Information Sheet.

Yours sincerely,

Sarah Evans-Howe

Date TBC

OXFORD SCHOOL OF HOSPITALITY MANAGEMENT
Headington Campus Headington
Oxford OX3 0BP UK

M +44 (0) 7905 906709
sarah.evans-howe-2013@brookes.ac.uk

Appendix 7: Stage four consent form

OXFORD BROOKES UNIVERSITY

CONSENT FORM (luxury 5 red star London hotels)

Full title of Project:

An exploration of temporality in customer complaint behaviour using social media: exceptional experiences in luxury London hotels.

Name, position and contact address of Researcher:

Mrs Sarah Evans-Howe, PhD Researcher,
Oxford School of Hospitality, Oxford Brookes University, Gipsy Lane, Oxfordshire, OX3 0BP
sevans-howe@brookes.ac.uk

	Please initial box	
1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.	☐	
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.	☐	
3. I agree to take part in the above study.	☐	
	Please initial box	
	Yes	No
4. I agree to the interview being audio recorded	☐	☐
5. I agree to the use of de-identified quotes in publications	☐	☐
6. I agree that my data gathered in this study may be stored (after it has been de-identified) in a specialist data centre and may be used for future research.	☐	☐

Name of Participant	Date	Signature
Sarah Evans-Howe	8.6.18	
Researcher	Date	Signature

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Appendix 8: Copy of interview transcript stage three (customer)

How often do you visit luxury hotels?

Probably monthly?

In what capacity is that? Work or leisure or a mixture of the two?

It tends to be a mixture. If I'm going up into London tend to try and book a nice hotel. If I'm going out with the wife I tend to book somewhere nice.

What do you mean by nice?

Minimum four stars.

Are there hotels you tend to go to repeatedly?

Well we got married at one called xxx, just outside xxx and we go there at least twice a year. No, I haven't really…I've got myself a bit of a policy really – if I like one I will return to it but I do like to try different experiences. It also depends where the venue is I'm going to visit so if I'm going to a conference in London for example which is why I was at the [luxury London hotel], the actual event was being held there.

So it's a mixture of convenience and it being a particularly nice hotel or somewhere you've been before?

That's right, yeah.

In your everyday life, how often do you feel that you have reason to complain? Not necessarily hotels specifically but generally, are you someone who would say something if you weren't happy?

I think so yeah. I think erm I've always been that type of character that if people aren't happy with me I'd rather they told me about it rather than bitch about it, if you like, behind my back and I'm personally someone with quite a high level of standards so if I don't meet them myself, if I don't deliver them myself I get disappointed and if I don't receive them then I can be disappointed as well but I'm not one that, you know, I'm not…when I mention it, for example, on social media, I don't mention it to try and get anybody into trouble or to try and make a big thing about it, I just actually, I just actually try and raise it to try and help that business as much as anything.

How often would you say that you are complaining in your everyday life?

A couple of times a month, if you like.

How often might you complain in a hotel for instance?

Actually, the [luxury London hotel] one has only been in the last twelve months only the, probably, probably the only occasion.

Obviously I saw that tweet which is how I found you in the first place. You said it was a, "classic, poor response". What did you mean by that?

Erm…I'm trying to think what I said….I think, in terms of…do you know which part that was in response to?

That was the only tweet I saw. It didn't give me the whole feed. I don't know if there was more before that. I'll just read what you've written…

Okay yep, yep.

So was that the last in a series of complaints to them?

Yeah, yeah there was a couple of tweets. Do you want to know the background to it?

Yes, that would be helpful, thanks.

Okay. So, when I attended, I was, I um and ah really about whether I'm going to eat at the hotel or out somewhere and the hotel as I arrived gave me a voucher to eat in the restaurant um with a ten-pound discount. So I thought, okay, I'll go and try the restaurant. It overlooks nice gardens and I thought that would be nice and as I went into the restaurant for dinner I gave the concierge the voucher and said, "I've got this voucher, um". She said, "fine". She gave me the menu. She sat me down and I chose off the menu a nice steak and some food and they went off and prepared it and about a quarter of an hour later the waiter came over to me and gave me the voucher back. He said, "you can't use that on this side of the restaurant. You have to use it on the other side of the restaurant", and I said, "you're having a laugh". I said, "you know, your concierge sat me down, etc. etc." and anyway they wouldn't budge on it. They said you have to pay without the voucher on this side of the restaurant. So I tweeted about that. I didn't get a response. That was on the Friday night and I didn't actually get a response on social media until the Monday so as I was checking out I mentioned it to reception and where that tweet that you've picked up on referred to is that the receptionist was not listening to what I was saying and he was trying to second guess what, why it had happened. i.e. he said to me that I didn't order enough courses. I said, "well, how do you know that? We've not had that conversation". It was a classic, what I class as a classic, poor response to try and make excuses before listening to what the reason was that I made a complaint.

How was that resolved n the end? What was the final outcome?

The final outcome was that they actually picked it up off of their social media feed on the Monday afternoon.

Somebody from the hotel?

Yeah. So one of the things I fed back to them when I met them face to face afterwards was that…cause they did compensate me, I did go back to the hotel with my wife and had a nice weekend…well a nice night there…but one of the things I did feed back that really surprised me was that they outsourced their social media and they outsource it to a company that don't work from six o'clock at night on a Friday to nine o'clock on a Monday. So, in a hospitality business which is twenty-four-seven not to have any social media presence and you know, part of the reason why I use social media if I do feel that I need to voice is partly in part to share it with others, so that they're aware of, you know, in this case, what I originally thought was a bit of a scam (laughs), if you like, but um, also, as we know, social media is too easy to do. It's a much easier way to just make that complaint rather than go and do…queue up at reception and have the experience that I had and what I also find with social media is that you get beyond the um…..gatekeeper, if that makes sense. So, for example, when I raised that complaint when I was checking out I didn't feel that was gonna go anywhere. I thought the young receptionist, he was just basically gonna try and blag me off and it wasn't gonna get to management whereas using social media somebody in management, if it's a good business, will be monitoring that social media even if they're not managing it all on a day by day basis so what actually happened is that social media, although it took until Monday, it leaped over and someone in the management team got hold of it and then they made contact with me.

One of my questions is, why do you think social media is an effective method for complaining which you've kind of just answered very well there in terms of its …you get further up the hierarchy, if you like, a more senior response than you would from somebody just on reception or at the desk.

Yes. From my experience I think the hotel's probably trained to try and deal with the complaints at reception, if you like, rather than where I wanted to go which was for the management to be aware of.

How often would you say you use social media to complain?

Um. I would probably say each time I feel that I need to complain so if it's a couple of times a month, then usually I will, cause I'm quite active on social media. I would probably mention it on social media even if I mention it in person um I'd probably mention it on social media as well.

So, what's the sort of process that you'd go through? Might you talk to somebody first always or would you go straight to social media?

Oh good question. It depends how fuming I am really. In a sense of how much its wound me up. I think in the example of the hotel experience I went to social media first because it just really, I really thought it was out of order for a five-star hotel. If its something I feel just needs to be tweaked, for example if I've had a dirty room or something like that then I'd raise that with the reception first and then really sort of see how they fix it if you like before I jump to social media.

So you'd sort of give them a chance to fix it?

Yep. Unless I really feel I've been stitched up, if that makes sense. Like with the hotel meal.

Yes, it does and you said it depends how angry you are meaning that the more angry you are, the more likely you are to go on social media straight away?

Yes. Whether it's angry or disappointed or you know, in this case, with the hotel in London is that I just felt it had all been a little bit dishonest. That I'd been given the voucher at reception. I'd used the voucher. I thought I'd used it in good faith by showing the person, the concierge at the restaurant reception, that I had this voucher. She sat me in the wrong place, in my opinion, with the wrong menu. Not my problem.

And that wasn't the first time you'd used Twitter to complain on that occasion?

No. I'm going to try and think of another example that I can share with you. It's erm…cause I'm on it quite a bit. I think the trains, I've complained about the trains before…to the xxx. You know, in terms of their communication and temperature on trains and things like that and again that's probably easier to do because you've got the phone in your hand and if you're sat on the train having a bad experience and on a train for example, there isn't anybody to actually raise it with that, whether they're gonna take it seriously anyway. In part I think that's about sharing the disappointment with others anyway as well, you know, so that I can complain about xxx on social media but its not gonna make a great impact whereas if I can get…well not necessarily if I can get but if on social media you get a number of people complaining about the temperature on the trains, or the crowds on the train or whatever that may be, then perhaps xxx might take it a bit more seriously.

So, in terms of motivation to complain, its not always about the immediate response but sometimes creating a sense of momentum with other people who might also be experiencing the same thing?

Yes. I think, my career if you like, is all been about supporting and helping businesses, whether that's to start or develop their business so I'm a, I think I'm quite a conscientious person when I'm out and about whereby I look at a business and think, well that could be different, that could be better, that could be improved. So particularly from a complaint aspect if I feel that, for example, in the [luxury London hotel] I just felt that someone needed to be aware the mess that their good intention, their good intention of putting a voucher out there and a ten-pound discount, which isn't sort of something to be sniffed at, was being wasted to an extent and actually having a counter effect.

Which platforms do you think are more useful? Do you tend to use one platform more than another?

I personally tend to use Twitter more than anything. In part that's probably the make up of how I use social media in how I complain personally because I want to make a point but I don't really want it to

stick on the hotel's review system or whatever, like that because I wanna, as I say, I want to complain and I want to help them not necessarily be detrimental to their business. You know, for example, I could put a zero-star rating on TripAdvisor or similar, I could put a zero-star rating on Facebook and that wouldn't necessarily stick but you know, for me as with what happened at [luxury London hotel] I want to give people a chance to respond to it and fix it. So, for me, I use social media for making the point, if you like, or making my complaint so Twitter is the best one …it probably doesn't…although you found it, which is quite interesting but it doesn't tend to stick as much. Whereas with Facebook it sits there as a review or a post.

And I guess there aren't many people out there who are looking for those complaints. Obviously, the hotel should be but…

Yeah.

Have you ever used Instagram for instance? Have you ever taken photographs and posted complaints?

I've got a minimal account on Instagram and Pinterest but I don't tend to use them because they don't fit for what I do in business at this moment in time. So the platforms I tend to use are Twitter, Facebook and social media so I have taken photographs for example I went to xxx about four years ago and again it was supposed to be quite a nice room but it wasn't. I took a picture and put something on their Facebook page then.

So, you have tried Facebook before but the purpose of you doing it, as you say to be helpful, rather than to leave a lasting impression. That's quite an interesting thing that you think its more likely to stick around on a review site, TripAdvisor or Facebook.

Yes, exactly and I've had a few leisure businesses myself and I guess that's part of the reaction of how people used to use it for me. They used to complain about things that would stick but they would never have mentioned it. For example, I had an indoor soft play centre and people would have complained about something that they didn't mention to any of the staff. Then it stuck and you didn't have any chance to really react against it or have it removed or whatever that may be.

Are there particular situations where you're more likely to use social media to complain?

I think I'm more likely to if I feel I have been either let down or misled. So, for example, if I book a nice hotel and its not to what I would class as a standard of a four- or five-star hotel then I might jump to there in social media. Obviously, the example that we've talked about with the restaurant voucher. I'd just felt that I'd been misled so yes, I've jumped there. If it was, you know, for example, if I'd had …and I do use social media to go the opposite as well. When I went back to [luxury London hotel] I had a really good experience and I used social media to sort of praise them and praise the individuals that served us as well and things like that. I feel like I'm fair in my balance if you like and not just using it as a complaint tool. I think when I jump to social media is when I'm either extremely disappointed or I feel as if I've been misled and I want to raise that awareness with other people as well as like I mentioned, going beyond the Front of House.

How much do you think about how responsive the individual hotel or hotel group will be, or is likely to be?

I don't actually. I never think about that when I'm posting. At that point in terms of me posting it is really more of a reason of giving them the opportunity to respond.

So its not a case of looking at a particular brand and thinking they respond in x amount of time usually or you've had a response from them in the past?

No I don't. I don't really. You know, I'm quite reactive and emotional so if I feel I need to complain I just do the complaint. I don't look at any other evidence in terms of what other people have complained

about in the past. I just use my complaint as an isolated case really. I wouldn't look at their existing review sites or what other people have said on Facebook etc. I don't actually use social media or online that much. Like for example when I went to [luxury London hotel], cause it's a five-star London hotel I just took it in faith that it was gonna be a great hotel so I didn't look any other online presence or social media to see what other people were saying about it anyway.

What about if it was for a special occasion, like an anniversary or you had other people with you, do you think that would impact on your behaviour on social media complaining?

I'd probably be more reflective because….would I be more reflective? Certainly, complaining verbally I'm more reflective when I'm with people because you know, if I'm on my own instantly I'll probably raise something whereas if I'm with my wife, my wife would probably say, no don't mention anything, don't say anything as would my parents if we were with them say for example. We went to a restaurant at the weekend for my mother's birthday. They brought all the meals out apart from my mother's and I wanted to complain but my mother's going, no, no, no, it's fine, it's fine. But I said, yes but they hadn't even ordered it. Because they fixed it in the end and they fixed it in a pretty good way I didn't go on social media to mention that.

So you didn't go straight on social media then?

No. no. no. Whereas in the London hotel because I was on my own I was instantly disappointed after the waiter gave me the voucher back and had confirmed that I definitely couldn't use it…even before my excellent food came, I've made the post on Twitter.

And you wouldn't consider any previous experience with the hotel? So for instance if you went back to the hotel and had a bad experience would what happened before have an impact on how you decided to complain?

I think if it was that hotel I'd probably now …I've got a contact at that hotel now and that they put together a very good compensation package and listened in the end. I'd probably give them a different route rather than going to social media because I know that, I now know that that business is interested and they're keen to fix those, those issues.

Now that you've used social media to complain a few times that might have an impact on whether or not you choose to use social media again in the future?

Yes, I think you know, in terms of social media you're…social media's predominantly an engagement tool for me and I suppose my measurement of whether its made an impact is whether its engaged interest from other people i.e. my friends and contacts or whether its engaged interest from the person or business I'm complaining about. Generally speaking I don't think I've had an example where I've put it on social media, apart from xxx, where they've not responded. So, the bit that really surprises me in hospitality is how they outsource their social media and its not managed over the weekends or in the evenings and you know, that rule in the hotel, I think you look at my social media feed and I think there were three tweets over that weekend whereas that was the first evening I was there. If someone had picked that up and phoned my room, come to my room, come to the restaurant because I was still sat in the restaurant and dealt with it there and then which for me, if I was running that business would be how I would be managing my social media feed then it would have been two less tweets about it, two less impacts about it and you know, actually, the compensation package they came up with wouldn't have been required. The compensation package was probably over five hundred quid whereas they could have probably given me a steak for free, thirty quid or just apologised and it would have been fine (laughs). They've given me a voucher for a tenner!

You suggested there that there are other hotels that you think are outsourcing social media. Have you any experience of that or is that just your hunch?

It's just my hunch. This is actually the first time I've had a conversation with anybody about who does their social media because I was so surprised that ….it was just so obvious that nothing happened over the weekend and Monday morning nine o'clock, all these apologies came through. I thought, right, okay, someone's woken up (laughs)! It makes you think about other patterns that you've seen, other places I've been in hotels at the weekend, made point and you've not heard anything until the Monday.

So that's happened quite frequently then? You've experienced that a few times?

I wouldn't say frequently but [luxury London hotel] is the only hotel I've mentioned on Twitter I think in the last twelve months but when I reflect back to the patterns, the patterns seem to be that social media comes alive on Monday morning.

When do you feel is the most appropriate time to complain? You've had a negative experience, you're disappointed, how long do you typically wait before you do something?

I'm pretty instant personally. I'm pretty instant, yeah. I think that in part it comes back to the dual reason why I'm doing it. I'm doing it for a) raising it with people I know in respect because they're on my network, to raise it with them that I've had a disappointment there so if they're gonna go there they're aware of that but b) it's giving the business an opportunity to respond in a timely manner. Quite often, you know, if I'm on my own and like I said when I'm at the [luxury London hotel] I was still in the restaurant and I was in the restaurant for another hour afterwards you know, so they had plenty of time if they wanted to fix it immediately, to come and do so. If I hadn't have been with my parents at the weekend I would probably complain about the hotel as I was sat at the table if that makes sense?

So, you're literally still consuming the experience?

Yes, exactly. To give them the opportunity to come and fix it if they wanted to because again, we raised it with the erm, the waitress and she wasn't overly interested in much. She didn't even apologise. She just went and got the meal that was missing and then came back and called me, "lovely", which really wound me up (laughs).

In which situations might you complain more quickly or more slowly?

I think it comes back to the same point I mentioned which is whether I'm extremely disappointed that they've not delivered the standard that they promised or I feel that I've been let down, you know or misled, like I was with the voucher. I think the third element where I would probably complain more quickly and use social media is, like for example, if I feel an individual isn't representing the business in the way that they should. So, for example, the receptionist who tried to give me all the reasons under the sun in terms of why it had happened without knowing the facts. For me, he wasn't representing the business in the way that he should. The waitress at the weekend, wasn't taking the complaint seriously, didn't think it was a complaint so again, they're probably reasons and it goes back to my point is that I don't necessarily jump to social media to complain to cause a problem for anybody or make the hotel or restaurant to have future bad experiences for people i.e. not visiting because of my complaint, but it is partly to highlight to them that they're not delivering what they promised they should be delivering and try and make their business better.

Do you ever think about the time of day that you're posting a complaint on social media?

No. I think for social media's so instant. It's just too easy. Your phone's always in the hand to just go, I feel like complaining now and I'll do it now.

Even now after saying that you know they probably answer on a Monday morning, you wouldn't necessarily think about when it's going to be picked up? It's more about getting it out than…..

That's a good question. Um, no I wouldn't actually although I'd probably know from my experience that the hotels wouldn't respond until Monday, I'd probably still do it instantly while its on my mind, while I'm emotionally engaged with the issue. Probably by Monday I'd probably ….and this is why my wife and

my parents would not let me post immediately, is that they know probably by Monday I wouldn't bother. You know it would be too much hassle for me to do it. I'd probably be doing other things on Monday morning and it just would not be high on my agenda whereas if I'm disappointed now I'll do it now.

So, it's very much about a reaction in the moment?

Yes. Yes, and capturing how I'm feeling at that moment in time rather than you know, a different experience of feeling on a Monday morning.

Even knowing that…that you might be more measured maybe, if you waited, you still would do it in the heat of the moment?

Yes. I think predominantly because I know that if I leave it to a later point I probably wouldn't even send it. If that makes sense. The whole conversation we're having actually makes me wonder whether I'm being as fair and as just as I want to be because like I say, part of the reason is helping that business as much as anything. So its making me reflect on whether I am.

Can you think that you might actually be better in doing it in the heat of the moment? There could be benefits to the business – there's a positive and negative isn't there? Waiting, you might be more measured but you might actually forget and you might not be able to capture as much of how much it mattered and exactly what went wrong?

Yes, I think so. I think that with you referring to my tweet, I'm thinking, crikey, what did I say? What did that relate to? I couldn't remember now and I might not remember. It might not be so pertinent to me on a Monday morning than it was on that Saturday and for me for example, if they were a client of mine then I'd want that client to know exactly how I'm feeling at that moment in time so that if they're switched on enough they can react to that. I think the whole timing aspect of it for me is all part of that picture about how they didn't react at the time, how they left it until the Monday, how they could have reacted and I'd like to know now really, I am potentially going to go and stay there in a couple of months' time and it would be interesting to see what they've done with their social media, whether they still outsource it and took that comment seriously or whether it was something that just got brushed under the carpet.

So, your expectations about how quickly they should respond, they're quite high really?

Well I think that's driven by social media, isn't it? I think social media and email for example, because its all so instant nowadays. In the time if I go back five years even you know I'd have probably had to fill out a comment card at reception, I'd probably have to leave that at reception. At that point the reception probably wasn't as trained then as they are now to try and deflect such things so they just took the comment card and passed it on to management and then management would get hold of you and it probably wouldn't be until Monday and that was acceptable. Then email became prevalent and then we all feel as an email hits out inbox we've got to respond to it, we've got to read it, so we get that instant….and social media has taken it to another level now whereby its more or less instant. I think going back to the [luxury London hotel] hotel example is the reason why I mentioned it on Twitter so quickly was knowing I was going to be in that hotel for an hour while my food was still being cooked is that it was giving someone an opportunity to come and fix my bill rather than the people in the restaurant when I'm not gonna budge the waiter or even the girl on concierge who sat me in the wrong place.

It's almost like it's a test for the hotel to see, how good are you really at service? If you're really that good I should be able to send a tweet and you should be able to do something in the moment, right there.

Yes. Bang on. Particularly as what your research is doing I think is looking at those top end hotels, four, five star hotels, particularly the [luxury London hotel] where I would expect someone to be on my case pretty quickly.

How much do you think about how long it will take to complain when you're deciding how to go about it?

I think that's one of the benefits of social media as well that I hadn't thought of until you just asked that question is that time is precious and its very easy to make that complaint. Bang, bang, bang, 140 characters, its on Twitter and post it rather than, right okay, I'm gonna leave the restaurant now, I'm going to go to reception, there's probably going to be two or three in the queue to the receptionist, I'm going to have to explain it all over to the receptionist, the receptionist – how seriously are they going to take it? They might tell a member of management, then I've got to go through it all over again whereas as we've talked about before my feeling is that Twitter gets more quickly to the right people that I want to raise it with.

How much are you checking what you're writing? Do you re-draft any of those tweets, for example?

I think over time on social media I've learnt, whether it's a complaint or just general is to post something and re-read it a couple of times before I actually hit the post or send button.

Why?

Again, just a bit of maturity over the years and I've also been on the recipient end of social media dissatisfaction or complaints when I ran businesses before. It's just to try and be as fair and as balanced as I can be in the comment I'm making rather than being, you know, like I said, I wear my heart on my sleeve, I'm quite an emotional guy and I could quite easily sound off quite harshly and that's not what I'm trying to achieve by mentioning it for two reasons: a) I would look really silly in my own network by really sounding off and I want to still have a professional presence on my social media – there's a lot of business stuff that I'm involved with but also, as I say, I want to be fair to the hotel as well. I don't want something that's gonna, there may be an example in the future that's going to be…where I'm so disappointed that I want to take the hotel down but in the main I just want to highlight some dissatisfaction in a service that they should be able to fix.

How much do you think about how long it will take when you think about the response that you want?

It doesn't impact in how long I take in preparing a tweet or a Facebook message or whatever. Maybe if I was going to do a Facebook. It's more….if I feel its been a good use of my time to make that complaint then it will be the same whether I was doing it now or later or whatever, so yeah, if I'm gonna complain, I do it appropriately. I give that place the respect it deserves.

Its interesting that you said you would go on social media even though it might actually be quicker to speak to someone who is at the hotel but you'll get a more senior, you'll get a higher…a better-quality response if you go on social media and that gets to the right person?

Yes. I mean I think there's two things. There's that immediacy of making the complaint there and then and not having to wait and go and complain to somebody but b) you know, because I'm time-precious and conscious of my time, I don't want to stand and explain it to someone at reception who then says, okay I'll raise it with my manager, and then the manager gets hold of you, either sometimes instantly or sometimes a day or so later and then you've got to explain it all over again. I'd rather just raise the issue, receive a response, as I did in the [luxury London hotel] example, but obviously a few days later, and then just explain the situation once.

So, when you complain via social media what would be your ideal, best case scenario?

Because social media's instant I think in the ideal world you're looking for an instant response. If someone tweets me for example, and makes a comment to me, because the phone's always in my hand, I'm always responding. Um, so I think in that example, that's the bit that probably disappoints me with

the whole thing about the [luxury London hotel] was not having the social media presence from Friday to Monday. It was the bit that really surprised me. So in an ideal I'm looking for an instant response from somebody, the next level is probably a response from somebody who's not necessarily the management or senior management but in a position that can influence the change because I don't want to feel I'm just somebody who raises something that's just a waste of time. I want to feel that I'm , because as I say I feel that I'm raising a point to try and help that business as much as make the complaint, is I feel that they're taking it seriously and they're going to implement that which is again what happened with [luxury London hotel]. It wasn't the General Manager that responded to me it was one of their managers, I think one of the reception managers, the manager, and I think she took it on board and dealt with the complaint in the end. How much they instigated that beyond that I don't know. I've not spoken to them since.

Your perception of who has the most power to do something is somebody on social media rather than somebody who's in the hotel?

I think because hospitality businesses are conscious of what's being said on social media someone tends to be following it and if it's a complaint, because my experience of people using social media tends to be junior members of staff they would then tend to feel they have to cascade that to somebody so they'd tend to cascade it up a level whereas like I say, I think some of these hotels, particularly the luxury hotels there's some training being invested in the receptionists to try and deal with that now. I'm conscious of that guy I tried to complain to as I was checking out what he was trying to do was implement the training that he had been given but he just didn't get it. He just wasn't listening to me. He was trying to…he was trying to respond, he was trying to deal with it there and then rather than it having to cascade it which I'm sure the hotel, or what I understand from the hotel is what they're trying to do but he just wasn't doing it well.

And actually, its an extra hassle for you to take that risk whereas its quicker to go on Twitter and just send a tweet?

Yes. Yes. I think its that whole thing about instancy and just social media makes it so instant to be able to do that. The other thing that really surprised me about the [luxury London hotel] was that they'd obviously outsourced their social media and even to a point whereby some of the responses were so templated. I got one response that …can't remember where it was from. I think it was via a direct message they sent me because we were following each other on Twitter in the end where they were trying to take it offline and they sent me a direct message which was from the General Manager but it was so so templated that it was obviously not from the General Manager. More or less a cut and paste. It wasn't personalised to the situation at all. So that disappointed me whereas again I think social media is a personal, interactive tool and its not a place for templated responses.

Your ideal resolution in terms of the outcome, what would it be? They offered you some compensation in terms of a free night's stay. Was that the best you felt they could do? Were you happy with that?

They exceeded my expectations actually in terms of the compensation package. As I said earlier, if someone on social media had instantly got that complaint and had come into the restaurant and said, "look, we got it wrong, we'll give you your ten-pound voucher", I would have gone, "great, thanks very much". That would have been sufficient because I think if you deal with things instantly you don't need to necessarily offer that higher level of compensation that probably they felt they needed to offer that higher level of compensation because a) they're a luxury hotel but b) because there'd been three tweets rolling off the back of it and it had probably gone, cascaded beyond a simple fix.

Did you send a tweet about your compensation?

When we went back I tweeted that it had been a great experience. I didn't probably didn't use the word that it had been a compensation experience or a previously bad experience because I didn't want to hook into the bad experience I just wanted to highlight that I'd had a good experience this time. Like I say, I think I'm fair. I use social media as much, if not more, when I've had a good experience versus a bad experience.

On that original Twitter feed did you go in and write anything or say thank you for your response so that anybody else would have seen that it had been well-handled?

No, I didn't no because again because it wasn't dealt with instantly that Twitter feed had gone in my mind if you like. We were now dealing with an offline situation two days later. Actually Monday they responded but it was probably Tuesday, Wednesday by the time we were talking about compensation.

What was the response to your tweets from anybody else in your network?

I don't think there was anybody in this example. I don't think there was any likes or retweets or anything like that or comments so there was no further conversation. I don't know in terms of how many people read it. It's a difficult thing to measure from that side of it. It was obviously on a weekend as well and I don't know how active people in my network are in the weekend themselves. It didn't generate…whereas when I've made a complaint about xxx before, other people have jumped on that bandwagon and said, "yes, I agree the temperature is bad in here and yes I can't get a seat or whatever it is". I think that's probably down to who you're making the complaint about, whether I was making a complaint about I don't know, xxx for example, probably there'd be more people following xx than there are interested in what I'm saying about the [luxury London hotel] for example.

How aware are you of that when you make a complaint via Twitter, that others in your network will see it, that it's available to the public?

As long as I, as I said before, remain professional in what I'm saying, you know part of the reason why I post it, you know, particularly when I'm extremely disappointed like I was at the [luxury London hotel] was just to warn people that if they're going to go there themselves don't take for face value, the voucher you're gonna be given. It might not be what you think it is. To a degree, do I care if anybody else reads it? Probably not. Its probably just using social media to, like I say, a) just to get it off my chest and b) trying to help that business.

How short of time do you feel in your daily life?

I think we're all time precious. I think I'm huge on my own personal time management. I'm always managing my diary, my day, my to-do-list throughout that day and prioritising. I think that most of us feel that we're time pressured. So, hence one of the reasons why I will instantly jump to social media to make that complaint while obviously still sat in the restaurant rather than going to queue at reception and raise it at reception with people because what did that tweet take me? To write it and check it – thirty seconds? Whereas again, walking up to reception, queueing etc, and also, I suppose I'd given the staff in the restaurant a chance to respond as well. I think that's a point as well. I'm very conscious of my time and to a degree I suppose in all honesty if I'd have left the hotel on Sunday like I did and nobody had responded to it, would I have ever gone back to the hotel? No. Would it have affected me again? Probably no. I wouldn't have probably gone back to the tweet again after I'd done it. I wouldn't carry on tweeting until I got a response. I'd probably have left it out there and gone okay, if you don't want to do anything about it, I'm not going to come back to your hotel. Now what they did in the end in terms of compensation package, yes, I will go back to that hotel because I had a fantastic experience the second time but yes, there are hotels out there that, you know, xx for example. I've stayed in a xxx before, a couple of years ago, raised some concerns and they didn't even respond.

Why do you feel short of time?

I think, particularly when I was visiting the [luxury London hotel] hotel, I was self-employed at the time and then there's always pressure on your time to do other things, whether its your own accounts or your own marketing or whatever that may be and I think now I'm in an employed role again I'm always being conscious of my return on investment of my time. Again, I think there's always something we could be doing isn't there? I think that's where, in terms of what we were talking about earlier in terms of email and social media, have made things more and more instant. You know, I try and control my time as much as I can in terms of how I control my email answering etc. and how I control my time in terms of appointments and things like that. To a degree again, as its easy to do and its quick to do, I feel I'm doing as much as I can in terms of raising a complaint to go and stand at reception and speak to two or three people about it.

How much do you think this being short of time influences which luxury experiences you buy?

I don't think it impacts on what I buy. It impacts in terms of what we're talking about in terms of complaining on social media. It impacts whether I go back. In terms of what I buy at the outset really depends on …like for example when I went to [luxury London hotel] it was the venue for the conference that I was at and it made sense to just stay in the same hotel though I'd not stayed there before so its another hotel to try. I'm going to another even at xxx, London in a couple of weeks time and I'm staying at another hotel because its nearer to xxx so what I tend to do is look at where I'm meant to be and then look at the hotels that are local to that. Obviously some of them I know like the one I'm going to at xxx, I've been to before on xxx. So that was an instant. Sometimes I, for example, I went to an even down in Southampton a couple of weeks ago, I didn't really know a hotel so I just did a bit of research in terms of what hotels are down in Southampton. Again, didn't really do a lot of research in terms of what people thought about them, in terms of how good their marketing was to attract my spend really. It wasn't a huge investment in time.

How much do you think being short of time impacts upon how you choose to complain?

I think there's two elements in terms of why I get driven to social media. A) I'm short of time as with many other people so its easy to do and its that easy to do element in terms of social media being so instant and easy to do. It's much easier to do that rather than I suppose than, like I say, go and queue and meet somebody. I think also the other aspect is social media's…because I'm not complaining to create conflict so social media enables me to avoid conflict. So rather than go and stand at reception and argue with somebody, as I've said, other people do, I can mention it on social media and then I can allow somebody to respond how they want to.

How do you think its complaining in a luxury context than non-luxury? Do you think social media makes any difference there?

That's interesting actually. I think, lets take social media out of the context, first of all, I think the one thing the way I complain in a luxury is actually probably a little bit more fairly than I do if it's a non-luxury brand.

Why do you say that?

I suppose it's because I've made more of an investment in terms of money and I sort of probably care a little bit more about my complaint because I want my complaint to be more respected and more heard. When it comes to social media I think, I think if I'm writing something on social media its balanced whether its luxury or non-luxury because it comes back to the point I made earlier that I want to be seen by my network that I'm making a professional complaint, whoever I'm making that point or complaint to.

Is your network predominantly professional on Twitter?

Yes. I'm now a commercial director for a firm of accountants. A lot of my network on Twitter and LinkedIn particularly are professional network or suppliers or clients.

Its interesting in luxury even though your expectations are higher you would complain more fairly even though you're spending more. It's a bit like a contradiction, because you've invested more and spent more you could be less fair because you expect more

Yes. I think in terms of a Premier Inn for example, or a one/two-star hotel, there's so much more choice. Actually, I could make a complaint and if you don't care I'll go and find someone else. Whereas with a five-star hotel…like the [luxury London hotel] hotel even my first visit it was a lovely hotel. It was what they say on the tin. It was a luxury hotel, it was a great location etc. etc. but I just felt they let themselves down with this example and I wanted to complain and highlight that example for them. Although if they hadn't have dealt with it very well I wouldn't' have gone back, it was still a lovely experience whereas a one or two-star experience I probably would find somewhere else to stay. You know, I just wouldn't bother about it and because I'd probably spent, I don't know, what was my room there for a night? £250? Plus, food in the hotel or £300? You know, I just feel that in terms of, for me, it was probably, if I was to complain, face to face it would probably more fairly than it would – I don't really care how you respond in a one or two-star hotel. That's quite interesting because I'm probably contradicting everything I've said first half hour of this call!

How likely are you to use social media to complain in the future?

Yeah. I think because its part of my day to day tool, bag if you like in terms of how I work and how I communicate, how I market our own business and how I market my own personal brand social media is part of my day to day life so I think yes it will be part of how I complain in the future if I need to complain and actually I think for more people it will become a more prevalent route of complaint in the future because social media's only getting more and more popular, though the platforms are changing, who knows? But its becomes more everybody's day to day life rather than five years ago it was fewer of us.

Appendix 9: Oxford Brookes University ethical approval letter

OXFORD BROOKES UNIVERSITY

Dr Sarah Quinton
Director of Studies
Department of Marketing
Oxford Brookes Business School
Wheatley Campus

14 December 2016

Dear Dr Quinton

UREC Registration No: 161052
Study title – Complaining in real-time: the role of social media in customer complaint behaviour in luxury London hotels

Thank you for your email of 9 December 2016 outlining your response to the points raised in my previous letter about the PhD study of your research student Sarah Evans-Howe and attaching the revised documents. I am pleased to inform you that, on this basis, I have given Chair's Approval for the study to begin.

The UREC approval period for this study is two years from the date of this letter, so 14 December 2018. If you need the approval to be extended please do contact me nearer the time of expiry.

Should the recruitment, methodology or data storage change from your original plans, or should any study participants experience adverse physical, psychological, social, legal or economic effects from the research, please inform me with full details as soon as possible.

Yours sincerely

Hazel Abbott
Acting Deputy Chair of the University Research Ethics Committee

cc David Bowie, Supervisory Team
Sarah Evans-Howe, Research Student
Jill Organ, Research Degrees Team
Louise Wood, UREC Administrator